



'11

FISCAL YEAR 2011 COMPENSATION ANNUAL REPORT



State of Oklahoma

Office of Personnel Management



COMPENSATION ANNUAL REPORT

FISCAL YEAR **2011** (JULY 1, 2010 - JUNE 30, 2011)

Preston Doerflinger
Director, Office of State Finance

Lucinda Meltabarger
Administrator, Office of Personnel Management

Coordinated by
OPM Compensation & Workforce Planning Team

Thomas W. Patt, CCP, CBP, IPMA-CP
Assistant Administrator of Management Services

Jake M. Smith
Compensation Analyst

Alan R. Tripp
Workforce Planning Manager

December 2011

PART I — EXECUTIVE SUMMARY

Average Salary Comparison (Direct Compensation)	6
Table 1: Employee Benchmark Average Salary Comparison	6
Benefit Comparison (Indirect Compensation)	6
Table 2: Average Total Compensation Costs	6
Classified Employee Turnover	7
Table 3: Turnover Rates FY 2000-2011	7
Recommendations	7

PART II — INTRODUCTION

Statutory Requirement	10
Purpose and Scope of Compensation Report	10
2011 Legislative Compensation Activity	10
Note on Economic Conditions	10
Table 4: Total Salary Budget Increase	11
Pay Movement Mechanism Usage	11

PART III — METHODOLOGY

Market Surveys	14
Market Pricing Approach	15
Benefits	15
Employee Turnover	16

PART IV — ANALYSIS

Classified Employee Benchmark Job Average Salary Comparison	18
Table 5: Employee Average Salary Comparison	18
Table 6: Market Comparison Trend (2005 - 2011)	18
Chart 1: Oklahoma vs. Market Pay Trend (2005 - 2011)	18
Table 7: Oklahoma General Pay Increase History	18
Classified Pay Bands	19
Table 8: Pay Band Compa Ratios	19
Figure 2: Pay Band Average Salary	20
Benefits Analysis	20
Table 9: Vacation Days/Sick Days	21
Benefit Comparison	21
Table 10: Average Employee Benefit Comparison	21
Benefit Allowance Costs	22
Employer Contribution	22
Table 11: Benefit Allowance Cost Trend	22
Benefit Plans Premium Comparison	22
Table 12: PPO Monthly Premium Comparison	23
Table 13: HMO Monthly Premium Comparison	23

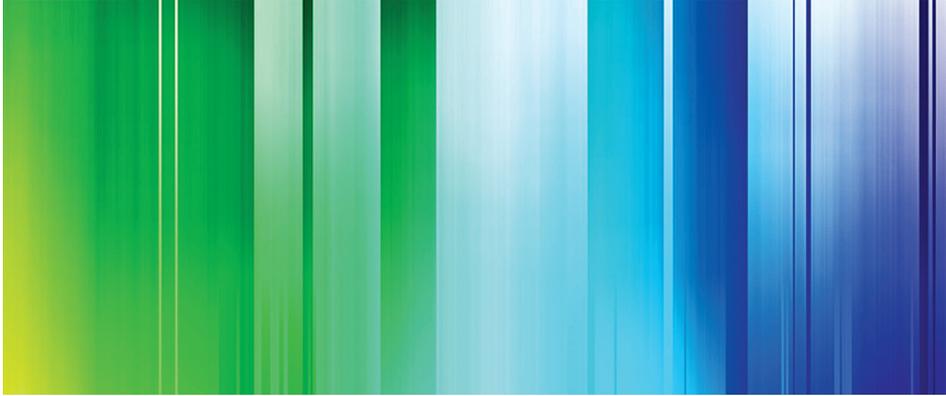
Plan Design.....	23
Table 14: PPO Medical Plan Comparison.....	23
Table 15: HMO Standard Medical Plan Comparison.....	24
Total Compensation Cost.....	25
Table 16: Average Total Compensation Costs.....	25
Turnover Analysis.....	25
Table 17: FY 2011 State Classified Employee Turnover.....	25

PART V — RECOMMENDATIONS

Compensation.....	28
-------------------	----

PART VI — APPENDIX

Table A1: Multi Survey Benchmark Jobs & Relationship to Market.....	30
Table A2: Market Analysis by Agency.....	40
Table A3: FY 2011 Turnover Rate by Job Family Level.....	43
Table A4: Agency Cost of Payband Adjustment.....	73
Notes.....	74



STATE OF OKLAHOMA OFFICE OF PERSONNEL MANAGEMENT

PART I EXECUTIVE SUMMARY

AVERAGE SALARY COMPARISON (DIRECT COMPENSATION)

An analysis of salary survey data for 374 benchmark jobs indicates that, on average, classified employee salaries are 19.17 percent below the competitive labor market. The 374 benchmarks represent 17,516 employees, or 71 percent of classified state employees. Table 1 shows the average annual salary comparison between the state and the market for benchmark jobs surveyed.

Table 1: Employee Benchmark Average Salary Comparison
State of Oklahoma vs. Market

Fiscal Year	State of Oklahoma [1]	Market	% Difference
2011	\$35,440	\$42,235	-19.17%

[1] Includes average longevity payment.

BENEFIT COMPARISON (INDIRECT COMPENSATION)

The State of Oklahoma offers a comprehensive employee benefit package. Table 2 illustrates the employer contributions to the state's benefit package compared to those of the external labor market. The costs in the table indicate the employers' contribution in relation to the respective average base salary. A detailed breakdown of benefit costs and comparisons to the labor market is contained in the analysis section of the report.

Table 2: Average Total Compensation Costs (Salary and Benefits)

	State of Oklahoma	Market	% Above or Below Market
Average Salary Cost	\$35,440	\$42,235	-19.17%
Average Benefit Cost	\$22,068.39	\$19,557.97	11.38%
Total Compensation Cost	\$57,508.39	\$61,792.97	-7.45%

It should be noted a benefit cost comparison does not provide analysis of perceived value to employees nor benefit competitiveness to the market. Cost comparison reflects the financial cost the state pays for benefits compared to the cost of the same kinds of benefits the market provides, and does not provide a true representation of market competitiveness of the state benefit package. The state on average pays 11.78% more for similar benefits offered in the market, and does not provide 11.78% more in benefits than the market. Age of the work force, health claims experience, defined benefit plan funding status, and other factors that vary among employers all impact the cost and preclude us from using cost as a value comparison with the market.

CLASSIFIED EMPLOYEE TURNOVER

The overall turnover rate among classified employees in FY 2011 was 13.0 percent and the voluntary rate was 10.3 percent. The overall turnover rate includes resignations, retirements, discharges and deaths that occurred in FY 2011 while the voluntary rate includes resignations and retirements only. Both the overall turnover rate and the voluntary turnover rate decreased from the previous fiscal year. Table 3 below represents the turnover rates (overall and voluntary) of the past twelve fiscal years for the state classified workforce.

Table 3: Turnover Rates FY 2000-2011

Year	Overall Turnover Rate	Voluntary Turnover Rate
2011	13.0%	10.3%
2010	13.9%	10.8%
2009	13.2%	10.4%
2008	14.1%	11.7%
2007	13.9%	11.6%
2006	14.8%	12.3%
2005	12.9%	10.8%
2004	12.5%	10.8%
2003	11.2%	9.6%
2002	11.8%	10.3%
2001	12.7%	11.4%
2000	13.5%	12.1%

RECOMMENDATIONS

Compensation: Results of the 2011 Annual Compensation Report indicate that the state's classified pay rates are 19.17 percent below the market pay rates for comparable benchmark jobs, which is a continued deterioration of the state's salary position to the market. While the national economy appears to be on a very slow recovery from the economic recession the country has experienced during the last three years, the Oklahoma economy has rebounded much more aggressively, as evidenced by the improved unemployment figures cited in this report. This economic revitalization, coupled with the fact that the State has not provided a general increase to employees since October 2006, are the reasons that State classified employee pay has slipped further behind the market than at any previous time in recent history.

The improved economy in Oklahoma and the reduction in unemployment rates are indicators that employers are beginning to hire again. In light of the fact that state employees have not received a general pay increase in over five years, and with state pay so far behind the market, the state stands to lose some of its top talent unless steps are taken to narrow the pay gap with a pay adjustment.

We recommend the state position itself to adopt a pay for performance model on a statewide basis that would emulate similar systems in other states and municipalities as well as in the private sector. Such a system would link pay adjustments to employee performance evaluations, with greater increases attached to higher performance ratings and no increases for unsatisfactory performance. By implementing such a system, the state can incent employee performance as it increases pay to close the gap between the state and the market.

To facilitate such a system, the state's human capital management system must have the capability for tracking employee performance ratings so that funding appropriated for pay adjustments can be accurately determined. Moreover, supervisors must be trained in effective performance evaluation and must be held accountable for completing performance appraisals in a timely fashion.

Pay Band Adjustment: It has been three years since the classified pay bands have been adjusted. Although the average salary in each pay band is currently at or below the pay band midpoint, if a pay adjustment is approved, it will move salaries considerably higher in the bands.

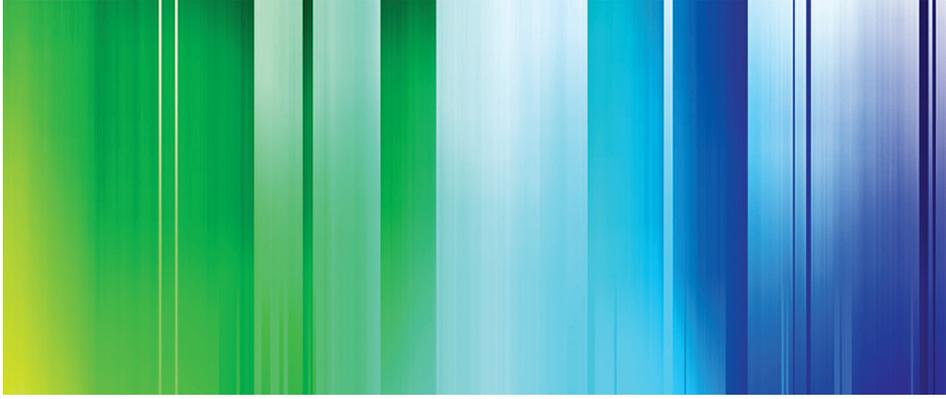
To provide sufficient room for future salary growth, we recommend the classified pay bands be adjusted upward by 3.0 percent. The cost of this pay band adjustment, including mandatory benefits, is projected to be \$481,724. As in previous pay band adjustments, the cost of this adjustment would be borne by the agencies out of operating budgets, with no additional appropriations.

Total Compensation Statement: For the last three years, the State provided each employee with a Total Compensation Statement. This statement provides each employee with a complete picture of the full value of their compensation package with the State, including both direct (cash) and indirect (benefits) components.

The Total Compensation Statement serves as an excellent retention tool for State agencies as they compete for talent with other employers in the labor market. Accordingly, we recommend that the State continue to provide these statements to all employees on an annual basis. We further recommend that, in the interest of conserving resources, the statements be accessible online rather than through the distribution of paper copies.

Benefit Value Study: There has been much discussion in recent years about the value of the state's benefit package and the competitive advantage it may give the state in attracting and retaining employees. This report provides a detailed comparative cost analysis of benefits which indicates that the state pays more in benefit costs than the market. However, such an analysis does not address the value of those benefits. To assess value, an actuarial study should be performed to provide a direct comparison of value with the market.

We recommend the Legislature appropriate funds for a benefit value study to assess the true relationship of the state's benefit package to the market.



STATE OF OKLAHOMA OFFICE OF PERSONNEL MANAGEMENT

PART II

INTRODUCTION

STATUTORY REQUIREMENT

O.S. Title 74, Section 840:1.6A(5) provides that “the Administrator of the Office of Personnel Management shall conduct an analysis of the rates of pay prevailing in the state within the public and private sectors for comparable jobs and report the findings to the Governor, the President Pro Tempore of the Senate, and the Speaker of the House of Representatives no later than December 1 of each year. Such analysis shall include all forms of compensation including fringe benefits.” The Office of Personnel Management 2011 Annual Compensation Report meets this statutory requirement. The report provides an analysis of the rates of pay in the competitive labor market and compares these rates with the state’s current Merit System salary practices for classified employees. The report also provides an analysis of the fringe benefits, or non-cash compensation programs found in the market; and it compares these programs with the state’s fringe benefit package.

Additionally, the Report includes data on the following:

- a. turnover rates by job family levels; and
- b. market relationship of all Benchmark job family levels.

Reporting of this data is relevant to an analysis of the competitive market position of the state’s classified work force. Moreover, including this analysis from year to year enables trending of the data and the identification of areas of concern.

PURPOSE AND SCOPE OF COMPENSATION REPORT

This report is directed to the market data gathered and the analysis of that data. The survey results show how the State of Oklahoma Merit System pay practices for classified jobs, which represent approximately 71 percent of all state employees, compare with the relevant labor market. Survey sources used for this year’s salary and benefit analysis are:

- Central States Salary Survey (data from states contiguous to the State of Oklahoma)
- The State Chamber Survey
- Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma)
- Oklahoma Hospital Association Survey
- Compensation Data 2011 Survey, by CompData Surveys
- Compensation Data 2011 Non-Profit Survey, by CompData Surveys
- Economic Research Institute Salary Assessor
- 2011/2012 Towers Watson Survey Report on Employee Benefits
- The Kaiser Foundation Employer Health Benefits 2011 Annual Survey
- 2012 Segal Health Plan Cost Trend Survey
- National Association of State Retirement Administrators Public Fund Survey Summary of Findings for FY 2010

(See page 14 for a summary of each survey.)

2011 LEGISLATIVE COMPENSATION ACTIVITY

During the First Regular Session of the 53rd Legislature, there were no bills passed that directly affected the compensation or benefits of state employees.

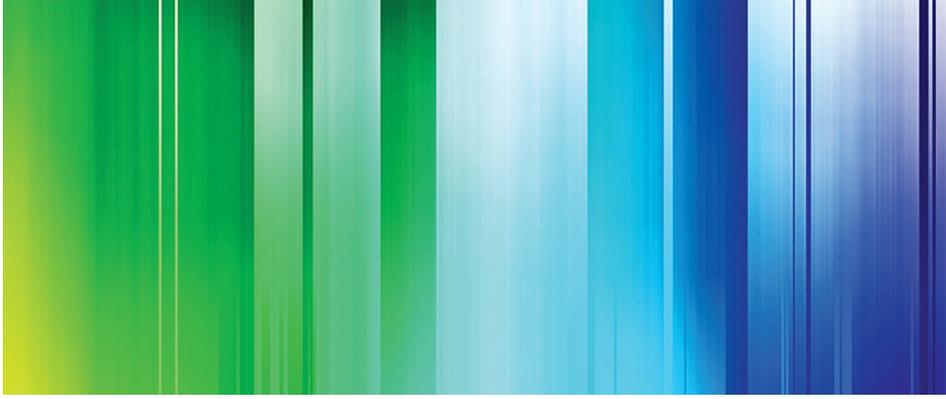
NOTE ON ECONOMIC CONDITIONS

Based provided by the Oklahoma Employment Security Commission, unemployment in the State of Oklahoma was at 5.9 percent as of September 2011, which is a full percentage point less than a year ago. Unemployment in Oklahoma and Tulsa counties stood at 5.5 percent and 6.4 percent in September 2011, down from the September 2010 figures of 6.1 and 7.5. Overall, unemployment rates have decreased in 72 of the 77 counties between September 2010 and September 2011. The Manpower Employment Outlook Survey reports that 17 percent of employers in the Southern Region, which includes Oklahoma, project an increase in employee headcounts for the fourth quarter of 2011 and 10 percent projected a decrease – resulting in a Net Employment Outlook of 7%. These projections represent an increase from a year ago at this same time. Inflation has begun to increase, with the national Consumer Price Index increasing 4.4 percent from September 2010 to September 2011.

From a compensation standpoint, WorldatWork, in its 2011-12 Salary Budget Survey, reported that salary increases fell below projected results in 2011 for the third year in a row, reflecting the continuing economic decline in the country. WorldatWork is the leading not-for-profit professional association in compensation, benefits and total rewards. As shown in Table 4 below, all categories of employees are actually receiving increases in 2011 that are below those projected for 2011. The survey projects levels for 2012 that are comparable to those projected in 2011.

Table 4: Total Salary Budget Increase (U.S.)

	Actual 2009	Projected 2010	Actual 2010	Projected 2011	Actual 2011	Projected 2012
Nonexempt Hourly Nonunion Employees	3.2%	3.2%	2.8%	3.1%	2.9%	3.1%
Nonexempt Salaried Employees	3.2%	3.2%	2.8%	3.1%	3.0%	3.1%
Exempt Salaried Employees	3.2%	3.2%	2.9%	3.1%	3.0%	3.1%
Officers/Executives	3.5%	3.3%	3.1%	3.2%	3.1%	3.2%



STATE OF OKLAHOMA OFFICE OF PERSONNEL MANAGEMENT

PART III

METHODOLOGY

MARKET SURVEYS

The State of Oklahoma employs a broad range of occupations. We compete for human resources with both public and private sector organizations operating in various industries. Our compensation survey analysis focuses on the rates of pay offered by public and private sector organizations operating within our state, and on public sector organizations in our surrounding states. For technical, clerical and blue-collar jobs, we look exclusively at survey data from employers within the state; for professional and managerial jobs, our emphasis is on survey data from both within the State of Oklahoma and with the contiguous states. Comparisons for state-specific jobs are made exclusively with data from surveys that measure the market for state jobs. It is within these boundaries that our competitive labor markets exist. In keeping with this market philosophy, the following market data sources were used in the salary and benefit analysis in this report:

Central States Salary Survey (data from states contiguous to the State of Oklahoma): Members of the Central States Compensation Association conduct this survey annually. The consortium is composed of 26 member states located in the central and northwest regions of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. There are seven contiguous states (Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, and Texas) that participate in the Central States Salary Survey. The salary portion of the survey covered 155 (41%) of our benchmark jobs. Because a salary survey was not completed this year, data from July 2010 was used and aged 1.7 percent to reflect market pay growth since that date.

Southeastern States Salary Survey (data from states contiguous to the State of Oklahoma): Members of the Southeastern States Salary Conference conduct this survey annually. The consortium is composed of 14 member states located in the southeastern region of the United States. For comparative purposes, the State of Oklahoma recognizes only those member states that are contiguous to our state. Three of the seven contiguous states participate in the Southeastern States Salary Survey: Arkansas, Louisiana, and Missouri. The salary portion of the survey covered 98 (26%) of our benchmark jobs. Because a salary survey was not completed this year, data from July 2010 was used and aged 1.7 percent to reflect market pay growth since that date.

The State Chamber Survey: This salary/benefits survey was commissioned by The State Chamber, Oklahoma's Association of Business and Industry. The survey was conducted by The Quorum Group, an independent compensation consulting firm. Wage and salary data was collected from 82 organizations within the State of Oklahoma. The salary portion of the survey covered 78 (21%) of our benchmark jobs. Salary data is current as of July 2011.

Oklahoma Hospital Association: This salary survey is conducted semi-annually by the Oklahoma Hospital Association. Surveys are distributed to each of the 125 hospitals in the State of Oklahoma. The salary portion of the survey covered 52 (14%) of our benchmark jobs. Salary data is current as of January 2011.

Compensation Data 2011: This salary/benefits survey is conducted by CompData Surveys, a Dolan Technologies Corporation enterprise. While the survey is national in scope, regional subsets of the data are provided to survey participants. Data used for this report were obtained from employers in the State of Oklahoma. The salary portion of this survey covered 94 (25%) of our benchmark jobs. Salary figures are from April 2011, but to maintain consistency, the salaries are aged .725 percent according to employment cost increases to reflect the equivalent of July data.

Compensation Data 2010 Non-Profit: This salary/benefits survey is conducted by CompData Surveys, a Dolan Technologies Corporation enterprise. While the survey is national in scope, regional subsets of the data are provided to survey participants. Data used for this report were obtained from employers in the State of Oklahoma. The salary portion of this survey covered 81 (22%) of our benchmark jobs. Salary figures are from April 2011, but to maintain consistency, the salaries are aged .725 percent according to employment cost increases to reflect the equivalent of July data.

Economic Research Institute (ERI) Salary Assessor 2011: This software program developed by ERI reports current competitive wage, salary, and incentive survey data for over 5,000 jobs. Analyses are derived from millions of data points gathered from 2,975 annual survey sources that include loan and employment applicant earnings verifications, digitized public records, and salary surveys from around the country. The salary portion of this survey is specific to the seven surrounding states and covered 252 (67%) of our benchmark jobs. Salary data is current as of July 2011.

2011/2012 Towers Watson Survey Report on Employee Benefits: This national benefit survey is conducted by Towers Watson, and consists of responses from 365 organizations. A regional cut of responses was used in the benefit analysis of this report.

The Kaiser Foundation Employer Health Benefits 2011 Annual Salary: This annual survey of employers provides a detailed look at trends in employer-sponsored health coverage, including premiums, employee contributions, cost-sharing provisions, and other relevant information. The 2011 survey included 3,184 randomly selected public and private firms with three or more employees (2,088 of which responded to the full survey and 1,096 of which responded to an additional question about offering coverage). Researchers at the Kaiser Family Foundation, NORC at the University of Chicago, and Health Research & Educational Trust designed and analyzed the survey.

2012 Segal Health Plan Cost Trend Survey: This is the fifteenth annual survey of managed care organizations, health insurers, pharmacy benefit managers and third party administrators by The Segal Company, the parent of Sibson Consulting. The survey examines trends for active participants and retirees.

National Association of State Retirement Administrators Public Fund Survey Summary of Findings for FY 2010: The Public Fund Survey is an online compendium of key characteristics of most of the nation's largest public retirement systems. The Survey is sponsored by the National Association of State Retirement Administrators and the National Council on Teacher Retirement.

MARKET PRICING APPROACH

The market pricing methodology employed in this report is based on the establishment of market composite rates, which are market averages for each benchmark job obtained by blending survey data from all available and appropriate survey sources.

This methodology is based on generally accepted compensation practice and is recommended by WorldatWork, the leading compensation professional association in the United States, as a means of establishing an accurate assessment of pay competitiveness in the labor market.

In making comparisons to the market, the state salary average for each benchmark job is individually compared to the market composite rate for the job and a percentage difference is computed. The overall market position for state classified jobs is then computed by calculating the percentage difference between the state weighted average salary for all benchmark jobs and the overall market composite average rate weighted by state incumbents.

BENEFITS

State benefits will be compared with the market in the following areas:

Paid Leave -- includes vacation and sick days, paid holidays, and other paid time off.

Insurance Costs -- includes health, dental, life, short and long term disability, or salary continuation.

Employer Retirement Contributions -- includes employer contributions on behalf of employees' defined-benefit and defined-contribution pension plans.

Legally Required Benefits -- includes Social Security and Medicare, federal and state unemployment insurance, workers' compensation.

EMPLOYEE TURNOVER

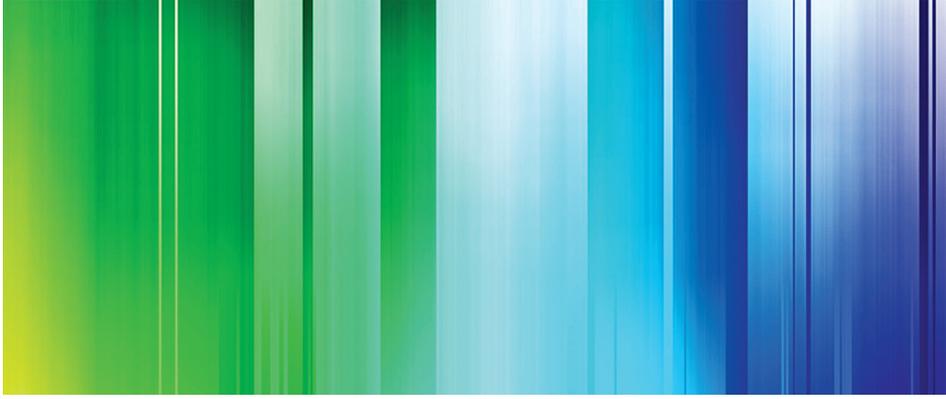
Employee turnover is a measure of separations from an employing organization, usually expressed as a turnover rate. Overall turnover rates are calculated by dividing the total number of separations, both voluntary and involuntary, throughout the fiscal year by the total number of employees at the beginning of the fiscal year. For the purpose of calculating this rate, separations are defined as discharges, deaths, resignations and retirements. In addition to the overall turnover rate, it is important to look specifically at voluntary turnover, which represents the rate at which employees exercise their free choice to leave employment. This rate includes only resignations and retirements.

The following turnover analyses are included in this year's report:

- Turnover rates for each job family level. See Table A3 in the appendix.
- The voluntary turnover cost for the classified state workforce based on the voluntary separations that occurred throughout the fiscal year. The formula used to calculate this cost is based on a conservative, simplified costing model.¹ Below are the steps of the costing model:
 - A. Classified benchmark average salary
 - B. Percentage of pay for benefits (X) average salary
 - C. Total employee annual cost (add A + B)
 - D. Determine the number of employees that voluntarily resigned within the previous FY
 - E. The time an employee becomes fully productive (typically 12 months)
 - F. Per person turnover cost: $(E \div 12) (X) C (X) 50\%$ ²
 - G. Annual turnover cost for the state: (Multiply F X D)

¹ Dr. John H. Jackson & Dr. Robert L. Mathis Human Resource Management. 12th Edition. Page 86-87

² Assumes 50 percent productivity throughout first year (E).



STATE OF OKLAHOMA OFFICE OF PERSONNEL MANAGEMENT

PART IV

ANALYSIS

CLASSIFIED EMPLOYEE BENCHMARK JOB AVERAGE SALARY COMPARISON

An analysis of salary survey data submitted indicates that, on average, classified employee salaries were 19.17 percent below the competitive labor market. Table 5 shows the average annual salary comparison between the State and the Market for benchmark jobs surveyed. Table A1 in the Appendix identifies the benchmark job family levels and their relationship to the market. Table A2 in the Appendix displays how overall classified salaries in individual agencies compare to the market.

Table 5: Employee Average Salary Comparison

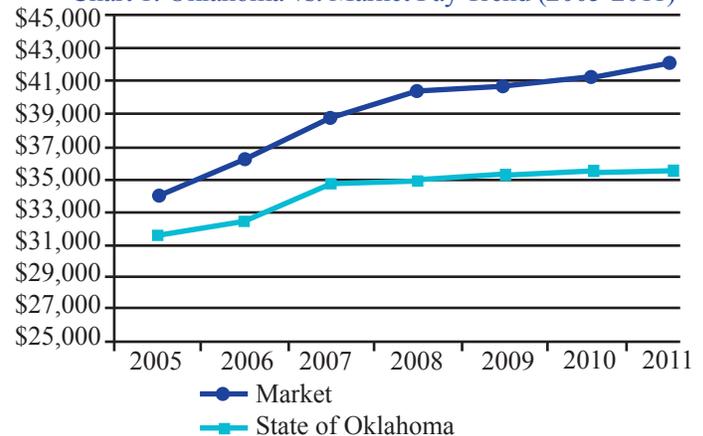
Fiscal Year	State of Oklahoma	Market	% Difference
2011	\$35,440	\$42,235	-19.17%

A review of market and state average salary growth from 2005 to the present (see Table 6 and Figure 1) reveals the pay relationship over the last seven years.

Table 6: Market Comparison Trend (2005-2011)

Year	State of Oklahoma	Market	% Difference
2011	\$35,440	\$42,235	-19.17%
2010	\$35,427	\$41,260	-16.46%
2009	\$35,209	\$40,656	-15.47%
2008	\$34,868	\$40,490	-16.12%
2007	\$34,714	\$38,897	-12.05%
2006	\$32,427	\$36,315	-11.99%
2005	\$31,518	\$34,102	-8.20%

Chart 1: Oklahoma vs. Market Pay Trend (2005-2011)



It is clear that the lack of regular general pay increases over the past several years (see Table 7 below) has caused the state's market position to significantly deteriorate. The market salary growth has slowed due to the recent economic recession to 2.36% from 2010 to 2011. However, state average salaries have only grown 0.03% from 2010 to 2011.

Table 7: Oklahoma General Pay Increase History

Appropriation Bills	Effective Fiscal Year	Pay Increase Allocated for Classified Employees	Effective Date
-	2011	\$0.00	N/A
-	2010	\$0.00	N/A
-	2009	\$0.00	N/A
-	2008	\$0.00	N/A
SB 82XX	2007	5%	10/1/2006
HB 2005	2006	\$700.00	7/1/2005
HB 2005	2005	\$1,400.00	1/1/2005
-	2004	\$0.00	N/A
-	2003	\$0.00	N/A
-	2002	\$0.00	N/A
SB 959	2001	\$2,000.00	10/1/2000
-	2000	\$0.00	N/A

CLASSIFIED PAY BANDS

The For classified employees, pay bands were last adjusted in July 2008, when the midpoints, minimums and maximums were advanced 3 percent. As in past analyses, our review of the pay structure this year considered the following factors:

- Market salary budget increases during the intervening period since the last adjustment
- The amounts by which other employers in the market have adjusted their pay structures during the same period of time.
- Range penetration of classified average salaries
- Numbers of employees near the pay band maximums
- Costs associated with the recommended adjustment (See Table A4 in the Appendix.)

Market Pay and Structure Movement: As reported earlier in this report, the WorldatWork Annual Salary Budget Survey for 2011-12 reported actual 2011 salary increases for various employee categories in the range of 2.9 to 3.1 percent (see Table 4 on page 11). Projections for next year’s budgets are slightly higher, ranging from 3.1 to 3.2 percent.

Salary structure adjustments reported by WorldatWork averaged 1.5 percent for salaried exempt and nonexempt, a decrease from the projected adjustment of 2.0 percent. A 1.9 percent average structure adjustment has been projected for both salaried exempt and nonexempt for 2012.

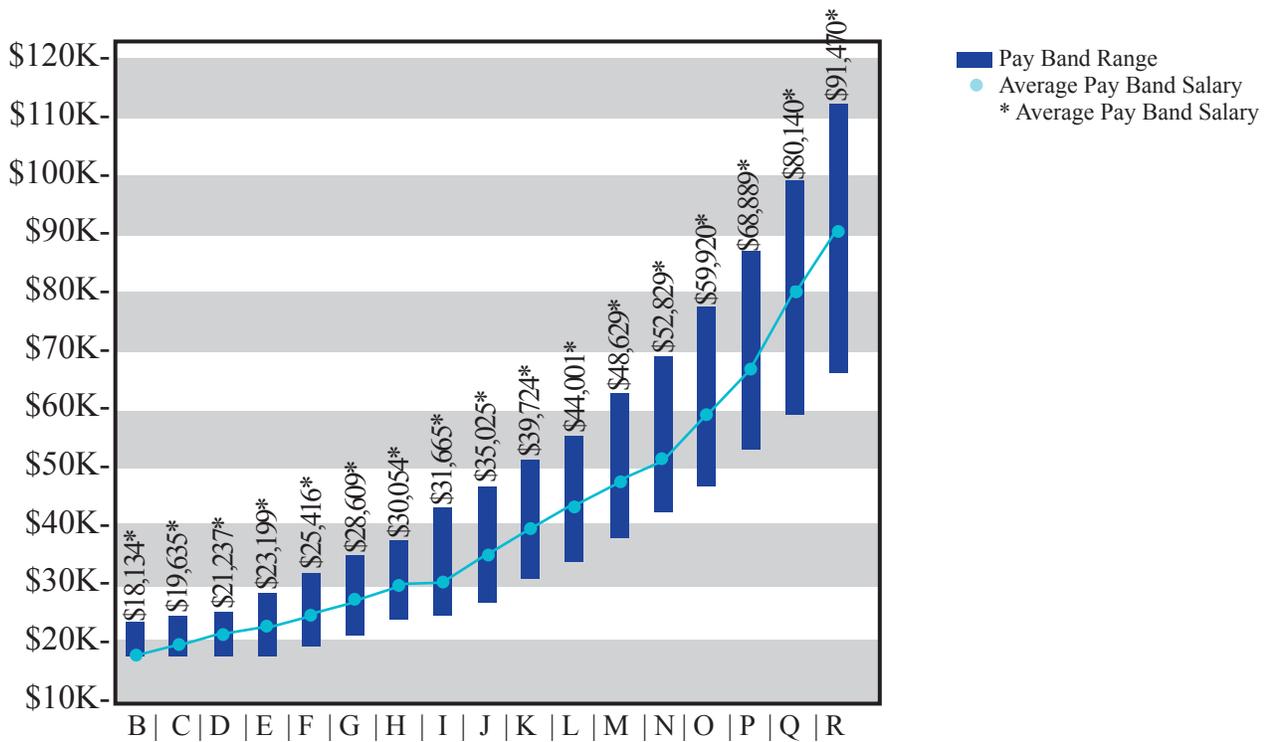
Range Penetration: Range penetration is a measure of how far into the salary range of each respective pay band the average salary for that pay band has penetrated. It indicates how much “headroom” is still available in the pay bands for future pay adjustments. One measure of range penetration is the compa ratio, which is defined as salary divided by the pay band midpoint. A compa ratio can be calculated for each pay band, which is based on the average salary of all employees in that pay band divided by the midpoint. Table 8 below illustrates the current compa ratios for each pay band as of June 30, 2011 as well as the compa ratios adjusted for a possible 3% increase to the pay bands. Average salary positioning in each pay band is graphically illustrated in Figure 2 on page 20.

Table 8: Pay Band Compa Ratios

Pay Band	Current Compa-Ratios	Compa-Ratios Adjusted for 3% Increase	Pay Band	Current Compa-Ratios	Compa-Ratios Adjusted for 3% Increase
B	101.78%	98.82%	K	96.55%	93.74%
C	100.76%	97.82%	L	97.19%	94.36%
D	100.70%	97.77%	M	96.66%	93.85%
E	99.68%	96.78%	N	94.77%	92.01%
F	99.26%	96.37%	O	95.83%	93.04%
G	101.70%	98.74%	P	97.41%	94.58%
H	97.01%	94.18%	Q	100.87%	97.94%
I	92.42%	89.73%	R	101.30%	98.35%
J	92.78%	90.07%			

As both Table 8 and Figure 2 suggest, average salaries appear to be well positioned in the pay bands. With the exception of Bands B, C, D, G, Q, and R, average salaries are actually below the midpoint of the pay bands. Even in the bands cited as exceptions, the average is only slightly above the midpoint.

Figure 2: Pay Band Average Salary



Cost of Pay Band Adjustment: A cost has been calculated for a pay band adjustment of 3.0 percent, which takes into account market and structure movement, but which is primarily intended to address the impact on the classified structure caused by the indexed minimum wage. The annualized cost for such an adjustment, including the cost of retirement and social security contributions, is \$481,724. A detailed breakdown of costs by agency can be found in table A4 in the Appendix.

BENEFITS ANALYSIS

State Benefit Package:

Insurance Benefit Contribution -- The average amount that the State of Oklahoma contributed to employees for insurance was \$6,824.40 per year.

Paid Leave -- The state offers 11 Paid Holidays. For Sick Leave, employees accrue 15 days each year. Employees accrue Annual Leave according to service years. The average years of service is 12.01 years, which means the average Annual Leave accrual is 20 days.

Defined-Benefit Retirement Plan -- During FY 2010 the state contributed 15.5 percent of employees' salary.

Defined-Contribution Retirement Plan -- For each participating employee, the State of Oklahoma provides a matching dollar amount of \$25 per month or \$300 annually.

Social Security -- The mandatory employer contribution to Social Security is 7.65 percent of employees' salary.

Workers' Compensation & Unemployment Insurance -- The state pays the cost of employee participation in these programs. Because the method of payment and actual costs can vary by agency and occupation, a one percent figure was used as a reasonable estimate of the costs associated with these programs.

Market Benefit Package:

Insurance Benefit Contribution -- The market amount contributed to employee health benefits was computed by using The Kaiser Foundation Employer Health Benefits 2011 Annual Survey. The average amount the market contributed for employee only Insurance was \$4,505.00 per year.

Paid Leave – The average employer offered 9 paid holidays. For sick leave, market employees with 10 or more years of service accrue an average of 12 days each year. Also, market employees earn an average of 18 days of Paid Vacation each year for 10 years or more of service.

Defined-Benefit Retirement Plan -- The market input to a Defined-Benefit Retirement Plan was gathered from the NASRA 2010 Public Fund Survey Report, the average yearly contribution is \$4,012.33 per employee.

Defined-Contribution Retirement Plan -- Last year the market input to a Defined-Contribution Plan was gathered from the 2010/2011 Watson Wyatt Report On Employee Benefits. The average yearly contribution was \$2,358.74 per employee. This showed that our Defined-Contribution Plan lagged significantly behind the markets. This year we were unable to obtain reliable data for the Defined-Contribution Retirement Plan and were forced to leave it out of our benefit comparison.

Social Security -- The mandatory employer contribution to Social Security is 7.65 percent of employees’ salary.

Workers’ Compensation & Unemployment Insurance -- For comparison, it is assumed market companies also pay one percent of salary toward mandatory employees’ workers’ compensation insurance and unemployment.

The following table compares the details of the State of Oklahoma’s benefit package with those of the market.

Table 9: Vacation Days/Sick Days

Timeframe	Vacation Days/Annual Leave		Sick Days/Sick Leave	
	State of Oklahoma	Market	State of Oklahoma	Market*
Number of days after 1 year	15	10	15	12
Number of days after 3 years	15	10	15	12
Number of days after 7 years	18	20	15	12
Number of days after 15 years	20	21	15	12
Number of days after 25 years	25	25	15	12

* 2011 Towers Watson Survey General Industry Benefit Policies and Practices Survey Report

BENEFIT COMPARISON (INDIRECT COMPENSATION)

The State of Oklahoma offers a comprehensive employee benefit package. Table 10 below displays a breakdown of the employer benefits of the state’s package compared to those of the external labor market. The average cost is calculated based on the employers’ contribution in relation to the respective average state benchmark salary and the average market salary.

Table 10: Average Employee Benefit Comparison

	State of Oklahoma Contribution	Market Contribution[6]	% Above or Below Market
Health Insurance	\$6,824.40	\$4,505.00	33.99%
Dental Insurance [1]	\$251.16	\$501.28	-99.59%
Basic Life Insurance & Disability Insurance [2]	\$163.92	\$550.79	-236.01%
Annual Leave Accrual Days	\$2,726.15	\$2,923.96	-7.26%
Sick Leave Accrual Days [3]	\$2,044.62	\$1,949.31	4.66%
Paid Holidays	\$1,499.38	\$1,461.98	2.49%
Defined Benefit Retirement Plan (employer contribution)	\$5,493.20	\$4,012.33	26.96%
Social Security	\$2,711.16	\$3,230.98	-19.17%
Worker’s Compensation & Unemployment Insurance	\$354.40	\$422.35	-19.17%
Total Benefit Cost	\$22,068.39	\$19,557.97	11.38%

[1] 2011 Survey data not available. 2010 data has been escalated by 4.1% based on trend figures from the Sibson Consulting 2012 Health Plan Cost Trend Survey

[2] 2010/2011 Towers Watson Survey Report on Employee Benefits Policies & Practices

[3] 2010/2011 Towers Watson Survey Report on Employee Benefits Policies & Practices

For reference purposes, an overall “market average” has been provided for insurance benefits levels (deductibles, copayments, co-insurance, etc.). However, insurance benefits differ widely in the marketplace depending upon the employer’s size, business sector (professional service, manufacturing, corporate, public employee, etc.), section of country, and whether it is a single or multiemployer program. It should be kept in mind that each of these factors can produce significant variation in averages.

Benefit costs are compared between the state and market in an effort to obtain some semblance of a value comparison. Unfortunately, benefit cost is not an adequate measure of value, given the impact on cost of such considerations as the age of the work force, health claims experience, defined benefit plan funding status, and other factors that vary among employers.

Comparing the values of benefits provided by the State of Oklahoma and by employers in the private sector is easier said than done. In many respects, it is “comparing apples and oranges.” There are almost as many different health care plan designs as there are employers in the market. The primary factors to consider are benefit costs and plan design. The following analysis was developed by the Office of Personnel Management in conjunction with the Employees Benefits Council (EBC):

BENEFIT ALLOWANCE COSTS

The state has to overcome a number of challenges as it keeps costs under control. Health care utilization is a major cost driver for the state’s largest employer group. Approximately 30 percent of Oklahoma’s state employees have been diagnosed with cardiovascular disease or diabetes, and another 30 percent are considered “at risk,” or very close to developing those conditions. In addition, the average age of state employees is nearly 47 and the health insurance plans offered to state employees and their families are “guaranteed issue,” meaning all pre-existing conditions are covered immediately. By statute, 75 percent of dependents’ health premiums are paid by the state and dependent children can be covered up to age 26, regardless of student or marital status.

EMPLOYER CONTRIBUTION

Much of the difficulty in comparing state benefits to private-sector benefits lies in the employer (agencies) contributions. The state’s solution is a “benefit allowance,” part of employees’ total compensation to fund core benefits costs. The “core” benefits are the insurance coverages every active state employee must have: health, dental, basic life and disability. The benefit allowance is automatically given in one of six levels, depending on family status: employee only; employee and spouse; employee, spouse and one child; employee, spouse and children; employee and one child; or employee and children. Oklahoma lawmakers adopted a policy requiring the calculation of the benefit allowance be based on the average premiums of the highest-cost health plans, plus the average of the dental plans, life, disability, and 75 percent of dependents’ health costs.

Currently, 89.7 percent of active state employees and their families have 100 percent of their core benefits paid for, plus they receive an additional \$173 per month, on average, in excess benefit allowance that can be used to pay for optional benefits and/or added to paychecks. Optional benefits available to employees include dependent dental, vision insurance, supplemental life, dependent life, flexible spending accounts, the OKHealth Wellness Program, and SoonerSave Deferred Compensation and Savings Incentive Plans. Despite the challenges described above, the state has contained state employee health insurance premiums at or below the national average.

Table 11: Benefit Allowance Cost Trend

	2007	2008	2009	2010	2011	2011
Total Cost in Millions	\$357.1	\$393.6	\$418.9	\$423.2	\$417.9	\$417.9
Increase/Decrease in Millions	\$74	\$37	\$25	\$4	-\$5	\$27
% Increase/Decrease	26.14%	10.22%	6.43%	1.03%	-1.25%	6.05%

BENEFIT PLANS PREMIUM COMPARISON

Table 12 and 13 compare the premiums for the State’s PPO and HMO plans with like plans in the market. This comparison reveals that on average the State’s PPO cost and HMO costs exceed the market average.

Table 12: PPO Monthly Premium Comparison

PPO Monthly Premium Comparison [1]	Market Average	Health Choice High Option	Percent Above or Below Market
Average Monthly Premiums for Employees Only	\$426.00	\$449.58	5.24%
Average Monthly Premiums for Employee + Family	\$1,175.00	\$1,484.30	20.84%

Table 13: HMO Monthly Premium Comparison

HMO Monthly Premium Tiers [1]	Market Average	HMO Standard Option Community Care	Percent Above or Below Market	HMO Standard Option Global Health	Percent Above or Below Market	HMO Standard Option Pacificare	Percent Above or Below Market
Avg Monthly Premiums for Employees Only	\$428.00	\$772.34	44.58%	\$366.56	-16.76%	\$686.42	37.65%
Avg Monthly Premiums for Employee + Family	\$1,273.00	\$2,494.62	48.97%	\$1,275.74	0.21%	\$2,222.22	42.71%

[1] Due to lack of available market data, only two tiers were compared to the market.

PLAN DESIGN

The design of health plans has a significant effect on both the cost of the plans and their perceived value by employees.

Table 14 and 15 illustrates some of the basic plan provisions and the insurance premiums for the PPO and HMO plans compared to the market.

Table 14: PPO Medical Plan Comparison

PPO Monthly Premium Provision	Market Average	Health Choice High Option	Percent Above or Below Market
Annual Individual In Network Deductible	\$675.00	\$500.00	-35.00%
Annual Family In Network Deductible	\$1,521.00	\$1,500.00	-1.40%
In Network Copay PCP	\$23.00	\$30.00	23.33%
In Network Copay Specialist	\$32.00	\$50.00	36.00%
Inpatient Hospital Admission Copay	\$232.00	\$0.00	-100.00%
Outpatient Surgery Copay	\$140.00	\$0.00	-100.00%
Copay per Generic Prescription	\$10.00	See Note (1)	NA
Copay per Formulary Prescription	\$29.00	See Note (1)	NA
Copay per Nonformulary Prescription	\$49.00	See Note (1)	NA

(1) Generic Mandate. Member pays cost of medication up to a maximum dollar amount for Preferred prescriptions (\$30/\$60) & Non-Preferred (\$60/\$120) medication.

Table 15: HMO Standard Medical Plan Comparison

HMO Standard Medical Plan Comparison	Market Average	HMO Standard Option	Percent Above or Below Market
Annual Individual In Network Deductible	\$971.00	\$0.00	100.00%
Annual Family In Network Deductible	\$1,487.00	\$0.00	100.00%
In Network Copay PCP	\$21.00	\$30.00	30.00%
In Network Copay Specialist	\$30.00	\$40.00	25.00%
Inpatient Hospital Admission Copay	\$268.00	\$350.00	23.43%
Outpatient Surgery Copay	\$150.00	\$250.00	40.00%
Copay per Generic Prescription	\$10.00	\$5.00	-100.00%
Copay per Formulary Prescription	\$29.00	\$30.00	3.33%
Copay per Nonformulary Prescription	\$49.00	\$60.00	18.33%

Based on a summary review of tables 12 thru 15, there are three major points of difference between the state benefit design and the relative market design. First, the state's PPO and HMO plan designs tend to run counter to the market. The state's Health Choice High Option plan offers higher doctor office visit copays compared to the market; while offering a lower premium compared to the average market monthly premium. The state's HMO plans offer a more generous benefit package compared to the market while on average at a substantially higher premium rate. The major difference in the state HMO plan offering and the HMO market is the use of Individual and Family deductibles. The state HMO plans do not require a deductible to be met, while 43.8 percent of HMO plans in the market require a deductible to be met before full coverage begins.³

Second, the state benefit tier structure is designed under a six tier structure. The benefit participant tier structure, defined by state statute, ranges from Employee only coverage to Employee + Spouse & Children coverage. On the other hand, the benefits market has a prevalence of a four- or three-tier structure. Four-tier structures have a plurality with 48 percent of the market, while the three-tier structure comprises 25 percent of the market.⁴ Other tier structures comprise 27 percent of the market.⁵ Three- and Four-tier structures are so prevalent in the market that the Towers Watson Survey Report on Employee Benefits Survey only surveys three- and four-tier plans.

Third, the number of Health Insurance plans offered by the state tends to exceed that of the average private sector company and other public sector organizations. Organizations that offer more than one plan tend to offer employees a choice between one PPO plan and one HMO plan. The market PPO plans are designed to offer employees more freedom to choose their health providers, while the employers pass the additional premium cost on to the employee. The market HMO plans are designed to offer lower out of pocket costs with smaller copays and deductibles than the PPO plan offered. The HMO plans offer employees fewer choices in choosing their health providers, but offer the employees and employers lower monthly premiums.

³ 2010/2011 Towers Watson Survey Report on Employee Benefits Policies & Practices

⁴ 2010/2011 Towers Watson Survey Report on Employee Benefits Policies & Practices

⁵ 2010/2011 Towers Watson Survey Report on Employee Benefits Policies & Practices

TOTAL COMPENSATION COST

In light of the above benefit cost comparison with the market, as well as the market relationship of cash compensation highlighted earlier in this report, the following table reflects the total compensation cost comparison with the market.

Table 16: Average Total Compensation Costs (Salary and Benefits)

	State of Oklahoma	Market	Percent Above or BelowMarket
Average Salary Cost	\$35,440	\$42,235	-19.17%
Average Benefit Cost	\$22,068.39	\$19,557.97	11.38%
Total Compensation Cost	\$57,508.39	\$61,792.97	-7.45%

One should not infer from the above comparative cost analysis that the state’s benefit package offsets in any significant way the state’s competitive disadvantage with respect to pay. For reasons mentioned earlier in this report, costs are not an accurate reflection of the value of a benefit package. To obtain an accurate, realistic assessment of comparative value, an actuarial benefit value study must be performed.

TURNOVER ANALYSIS

Table 17 displays the overall and voluntary turnover rates for the state’s classified work force. The overall rate decreased from the previous year’s rate of 13.9 percent to 13 percent, and the voluntary rate also decreased from 10.8 percent to 10.3 percent.

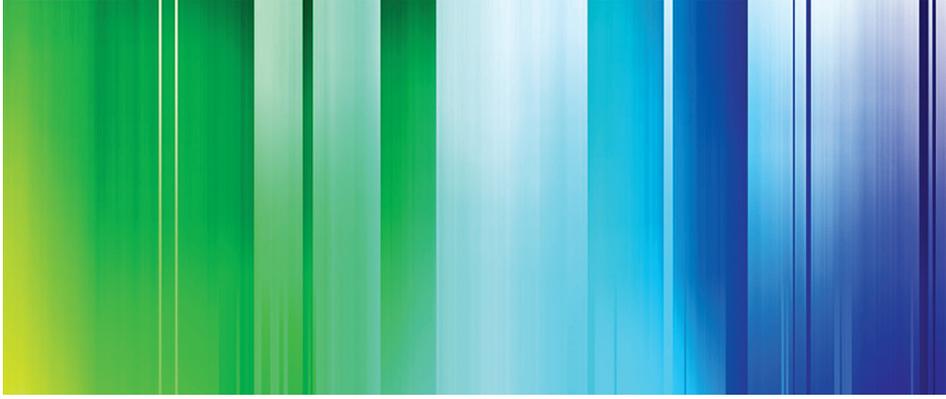
Table 17: FY 2011 State Classified Employee Turnover

Total Classified Employees as of 07/01/2011	25,741
Resignations	2,077
Retirements	584
Discharges	632
Deaths	50
Overall Turnover Rate	13.0%
Voluntary Turnover Rate	10.3%

A list of job families with turnover rates is included in Table A3 in the Appendix). During FY 2011, the turnover cost for the classified workforce was \$68,039,109 million. As indicated in the methodology section, this figure was based on a conservative costing model.⁶ Below is the calculation using the actual salary and demographic figures:

A. Average classified salary for the state (including average longevity pay):	\$35,440
B. Percentage of pay for benefits times annual pay: 44.58% (X) \$35,427.27=	\$15,798
C. \$35,440 + \$15,798.24 =	\$51,238
D. Number of Voluntary Separations:	2,661
E. Amount of time an employee becomes fully productive:	12 months
F. Per person turnover cost: (12÷12) (X) \$51,593 (X) 50% =	\$25,569
G. Annual turnover cost for the state: (\$25,797 X 2,661) =	\$68,039,109
Total Classified Employee Turnover Cost: \$68,039,109	

⁶ Dr. John H. Jackson & Dr. Robert L. Mathis *Human Resource Management*. 12th Edition. Page 86-87



STATE OF OKLAHOMA OFFICE OF PERSONNEL MANAGEMENT

PART V

RECOMMENDATIONS

COMPENSATION

Results of the 2011 Annual Compensation Report indicate that the state's classified pay rates are 19.17 percent below the market pay rates for comparable benchmark jobs, which is a continued deterioration of the state's salary position to the market. Also, both voluntary and involuntary turnover percentages this year are slightly higher than last year's figures. While the national economy appears to be on a very slow recovery from the economic recession the country has experienced during the last three years, the Oklahoma economy has rebounded much more aggressively, as evidenced by the improved unemployment figures cited earlier in this report. This economic revitalization, coupled with the fact that the State has not provided a general increase to employees since October 2006, are the reasons that State classified employee pay has slipped further behind the market than at any previous time in recent history.

The improved economy in Oklahoma and the reduction in unemployment rates are indicators that employers are beginning to hire again. In light of the fact that state employees have not received a general pay increase in over five years, and with state pay so far behind the market, the state stands to lose some of its top talent unless steps are taken to narrow the pay gap with a pay adjustment.

We recommend the state position itself to adopt a pay for performance model on a statewide basis that would emulate similar systems in other states and municipalities as well as in the private sector. Such a system would link pay adjustments to employee performance evaluations, with greater increases attached to higher performance ratings and no increases for unsatisfactory performance. By implementing such a system, the state can incent employee performance as it increases pay to close the gap between the state and the market.

To facilitate such a system, the state's human capital management system must have the capability for tracking employee performance ratings so that funding appropriated for pay adjustments can be accurately determined. Moreover, supervisors must be trained in effective performance evaluation and must be held accountable for completing performance appraisals in a timely fashion.

Pay Band Adjustment --It has been three years since the classified pay bands have been adjusted. Although the average salary in each pay band is currently at or below the pay band midpoint, if a pay adjustment is approved, it will move salaries considerably higher in the bands

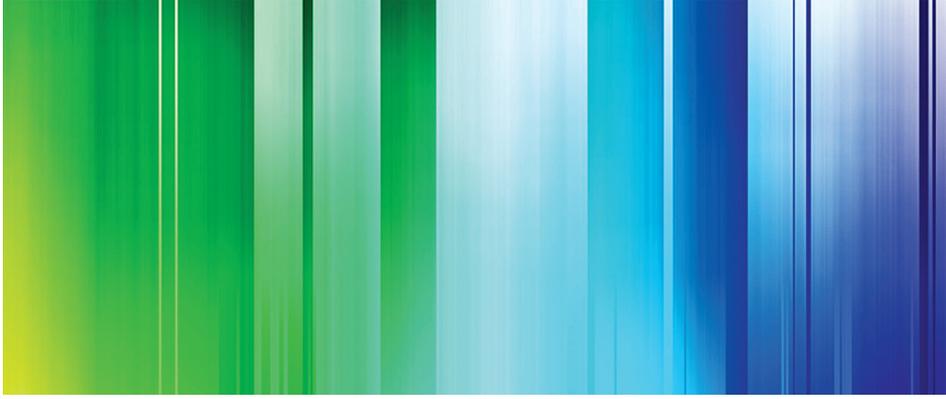
To provide sufficient room for future salary growth, we recommend the classified pay bands be adjusted upward by 3.0 percent. The cost of this pay band adjustment, including mandatory benefits, is projected to be \$481,724. As in previous pay band adjustments, the cost of this adjustment would be borne by the agencies out of operating budgets, with no additional appropriations.

Total Compensation Statement --For the last three years, the State provided each employee with a Total Compensation Statement. This statement provides each employee with a complete picture of the full value of their compensation package with the State, including both direct (cash) and indirect (benefits) components.

The Total Compensation Statement serves as an excellent retention tool for State agencies as they compete for talent with other employers in the labor market. Accordingly, we recommend that the State continue to provide these statements to all employees on an annual basis. We further recommend that, in the interest of conserving resources, the statements be accessible online rather than through the distribution of paper copies.

Benefit Value Study --There has been much discussion in recent years about the value of the state's benefit package and the competitive advantage it may give the state in attracting and retaining employees. This report provides a detailed comparative cost analysis of benefits which indicates that the state pays more in benefit costs than the market. However, such an analysis does not address the value of those benefits. To assess value, an actuarial study should be performed to provide a direct comparison of value with the market.

We recommend the Legislature appropriate funds for a benefit value study to assess the true relationship of the state's benefit package to the market.



STATE OF OKLAHOMA OFFICE OF PERSONNEL MANAGEMENT

PART VI

APPENDIX

Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET
 16 benchmarks were new this year for a total of 374 JFD's representing 17,516 state employees.
Bold indicates new titles and levels in this year's report.

JFD Code	JFD Title	Relationship to Market
A10B	Insurance Underwriter II	-24.95%
A11A	Insurance Claims Adjuster I	13.00%
A11B	Insurance Claims Adjuster II	3.17%
A30B	Member Services Representative II	-21.17%
A32B	Insurance Benefits Specialist II	-26.96%
A40A	Insurance Program Administrator I	-40.89%
A40B	Insurance Program Administrator II	-63.18%
B10B	Information Systems Operations Specialist II	-21.06%
B10C	Information Systems Operations Specialist III	-23.15%
B10D	Information Systems Operations Specialist IV	-40.22%
B10E	Information Systems Operations Specialist V	-58.20%
B20B	Information Systems Telecommunications Technician II	-26.40%
B21A	Information Systems Network Management Specialist I	-51.92%
B21B	Information Systems Network Management Specialist II	-50.57%
B21C	Information Systems Network Management Specialist III	-37.40%
B21D	Information Systems Network Management Specialist IV	-38.55%
B22A	Information Systems Network Administrator I	-8.31%
B22C	Information Systems Network Administrator III	-52.18%
B23A	Information Systems Network Technician I	-39.99%
B30A	Information Systems Operating System Specialist I	-14.21%
B30B	Information Systems Operating System Specialist II	-18.45%
B30C	Information Systems Operating System Specialist III	-36.53%
B30D	Information Systems Operating System Specialist IV	-28.83%
B31A	Information Systems Manager I	-69.90%
B31B	Information Systems Manager II	-37.30%
B31C	Information Systems Manager III	-51.93%
B32A	Information Systems Administrator I	-79.63%
B32B	Information Systems Administrator II	-39.90%
B32C	Information Systems Administrator III	-42.22%
B40C	Information Systems Planning Specialist III	-20.26%
B40D	Information Systems Planning Specialist IV	-16.15%
B51A	Information Systems Applications Specialist I	-40.44%
B51B	Information Systems Applications Specialist II	-38.32%
B51C	Information Systems Applications Specialist III	-62.17%
B51D	Information Systems Applications Specialist IV	-52.85%
B52A	Information Systems Data Management Analyst I	-56.28%
B52B	Information Systems Data Management Analyst II	-44.69%
B52C	Information Systems Data Management Analyst III	-45.59%
B52D	Information Systems Data Management Analyst IV	-38.73%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
C10A	Civil Rights Administrator I	-30.51%
C10B	Civil Rights Administrator II	-26.97%
C10C	Civil Rights Administrator III	-61.22%
C30A	Human Resources Assistant I	-16.06%
C31A	Human Resources Management Specialist I	-27.31%
C31B	Human Resources Management Specialist II	-32.36%
C31C	Human Resources Management Specialist III	-67.89%
C32A	Human Resources Programs Manager I	-49.12%
C32C	Human Resources Programs Manager III	-41.00%
C33A	Human Resources Programs Director I	-92.44%
C41A	Training Specialist I	-60.25%
C41B	Training Specialist II	-40.35%
C41C	Training Specialist III	-42.48%
C42B	Video Production Specialist II	-28.60%
D12B	Auditor II	-45.09%
D12C	Auditor III	-55.81%
D12D	Auditor IV	-84.51%
D14A	Accountant I	-15.64%
D14B	Accountant II	-22.50%
D14C	Accountant III	-32.60%
D14D	Accountant IV	-24.48%
D20B	Budget Analyst II	-26.57%
D20D	Budget Analyst IV	-36.85%
D30A	Business Manager I	-13.04%
D30B	Business Manager II	-30.81%
D30C	Business Manager III	-75.21%
D33A	Financial Manager/Comptroller I	-24.87%
D33B	Financial Manager/Comptroller II	-43.62%
D33C	Financial Manager/Comptroller III	-61.06%
D50A	Accounting Technician I	-21.93%
D50B	Accounting Technician II	-19.09%
D50C	Accounting Technician III	-24.78%
D50D	Accounting Technician IV	-46.13%
D54A	Consumer Credit Examiner I	-65.89%
E12A	Administrative Programs Officer I	-12.72%
E12D	Administrative Programs Officer IV	-41.84%
E13A	Customer Service Representative I	-3.35%
E13B	Customer Service Representative II	-34.81%
E13C	Customer Service Representative III	-3.62%
E14A	Court Reporter I	11.35%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
E16A	Administrative Technician I	-18.70%
E16B	Administrative Technician II	-14.62%
E16C	Administrative Technician III	-13.24%
E16D	Administrative Technician IV	-20.11%
E17A	Administrative Assistant I	-18.21%
E17B	Administrative Assistant II	-13.85%
E19A	Medical Transcriptionist I	-105.22%
E20B	Library Technician II	-18.64%
E20C	Library Technician III	-20.80%
E21A	Librarian I	-41.15%
E21B	Librarian II	-33.83%
E21C	Librarian III	-21.12%
E21D	Librarian IV	-35.00%
E22A	Administrative Librarian I	-28.63%
E22B	Administrative Librarian II	-51.08%
E24A	Secretary I	-1.17%
E24B	Secretary II	-0.92%
E24C	Secretary III	-42.66%
E24E	Secretary V	-25.97%
E25B	Legal Secretary II	-32.15%
E31B	Administrative Hearing Officer II	-37.15%
E33B	Administrative Hearing Officer III	-23.74%
E33C	Bindery Worker III	-40.16%
E34A	Offset Press Operator I	-41.95%
E34B	Offset Press Operator II	-14.73%
E34C	Offset Press Operator III	-23.66%
E34D	Offset Press Operator IV	-20.47%
E35C	Duplicating Equipment Operator III	-17.14%
E35D	Duplicating Equipment Operator IV	-44.82%
E37A	Reproduction Services Manager I	-22.99%
E41B	Archivist/Records Management Specialist II	-24.44%
E43A	Graphic Artist I	-4.09%
E43B	Graphic Artist II	-23.28%
E43C	Graphic Artist III	-24.02%
E44A	Public Information Officer I	-49.49%
E44C	Public Information Officer III	-79.65%
E45B	Public Information Manager II	-66.37%
E46A	Statistical Research Specialist I	-10.28%
E46B	Statistical Research Specialist II	-40.00%
E46C	Statistical Research Specialist III	-103.98%
E48C	Planning Coordinator III	-26.92%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
E49A	Management Analyst I	-43.12%
E50A	Photographer I	-32.71%
E55A	Customer Assistance Representative I	0.31%
E55B	Customer Assistance Representative II	-18.00%
E55C	Customer Assistance Representative III	-29.92%
E55D	Customer Assistance Representative IV	-20.45%
F10A	Contracting And Procurement Officer I	-7.38%
F10C	Contracting And Procurement Officer III	-6.51%
F10D	Contracting And Procurement Officer IV	-27.30%
F14A	Contracting And Acquisitions Agent I	-13.70%
F14B	Contracting And Acquisitions Agent II	-25.45%
F14C	Contracting And Acquisitions Agent III	-52.32%
F14D	Contracting And Acquisitions Agent IV	-97.66%
F15A	Contracting And Acquisitions Administrator I	-44.92%
F20B	Materiel Management Specialist II	-8.32%
F20C	Materiel Management Specialist III	-28.19%
F20D	Materiel Management Specialist IV	-48.60%
F21A	Materiel Management Officer I	-110.44%
F21B	Materiel Management Officer II	-146.79%
F30A	Minerals Management Specialist I	-20.17%
F30B	Minerals Management Specialist II	-27.05%
F31B	Real Estate Management Specialist II	-18.64%
F36B	Director, Real Estate Management Division II	-89.63%
F41A	Construction/Maintenance Technician I	-26.64%
F41B	Construction/Maintenance Technician II	-41.68%
F41C	Construction/Maintenance Technician III	-50.92%
F44A	Carpenter I	-52.44%
F44B	Carpenter II	-50.19%
F45A	Construction/Maintenance Administrator I	-45.29%
F45B	Construction/Maintenance Administrator II	-44.71%
F45C	Construction/Maintenance Administrator III	-71.66%
F45D	Construction/Maintenance Administrator IV	-60.82%
F47A	Automotive/Engine Mechanic I	-8.27%
F47B	Automotive/Engine Mechanic II	-37.14%
F47C	Automotive/Engine Mechanic III	-13.83%
F47D	Automotive/Engine Mechanic IV	-55.82%
F48B	Welder II	-13.62%
F48C	Welder III	-12.13%
F49C	Physical Plant Operator III	-64.70%
F50B	Housekeeping/Custodial Worker II	-1.50%
F50D	Housekeeping/Custodial Worker IV	-80.21%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
F54A	Light Vehicle Driver I	-23.11%
F56A	Electronics Technician I	-38.01%
F56B	Electronics Technician II	-30.88%
F65A	Construction Designer I	-66.70%
F69A	Chief Architect I	-12.74%
F72A	Construction Manager I	-72.49%
F74A	Mechanical Systems Technician I	-60.32%
F74B	Mechanical Systems Technician II	-33.15%
F74C	Mechanical Systems Technician III	-53.13%
F74D	Mechanical Systems Technician IV	-71.09%
F75A	Electrician I	-18.51%
F75B	Electrician II	-8.04%
F75C	Electrician III	-26.95%
F76A	Plumber I	-38.44%
F76B	Plumber II	-46.77%
F76D	Plumber IV	-54.75%
F77A	Groundskeeper I	-14.29%
F77B	Groundskeeper II	-49.57%
F78A	Equipment Operator I	4.73%
F78B	Equipment Operator II	-59.06%
F79A	Laborer I	-17.31%
G10A	Communications Officer (DPS) I	2.79%
G12B	Criminalist II	2.28%
G14A	Drivers License Examiner I	6.14%
G14B	Driver's License Examiner II	21.93%
G15A	Law Enforcement Communications Specialist I	-5.69%
G16B	Physical Evidence Technician II	-1.99%
G19C	Fingerprint Specialist III	0.48%
G21B	State Fire Marshal Law Enforcement Agent II	-17.98%
G21C	State Fire Marshal Law Enforcement Agent III	-25.89%
G22C	Law Enforcement Special Agent (OSBI) III	-7.46%
G25B	DHS Investigative Agent II	-3.09%
G50C	Law Enforcement Capitol Patrol Officer III	40.30%
G53C	Law Enforcement Highway Patrol Officer III	15.58%
G53E	Law Enforcement Highway Patrol Officer V	-3.89%
G54B	Law Enforcement Highway Patrol Manager II	-12.47%
H10B	Programs Manager II	-17.99%
H10C	Programs Manager III	-28.92%
H10D	Programs Manager IV	-34.60%
H10E	Programs Manager V	-42.10%
H20B	Social Services Specialist II	-5.77%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
H20C	Social Services Specialist III	-6.75%
H20D	Social Services Specialist IV	-3.13%
H21B	Case Manager II	-51.99%
H23B	Child Welfare Specialist II	-10.45%
H23D	Child Welfare Specialist IV	-14.28%
H24B	Child Care Licensing Specialist II	-72.26%
H24D	Child Care Licensing Specialist IV	-43.03%
H26B	Adult Protective Services Specialist II	-17.59%
H27A	Clinical Social Worker I	-29.59%
H27B	Clinical Social Worker II	-16.75%
H27D	Clinical Social Worker IV	-15.22%
H30A	Child Support Specialist I	-16.38%
H30B	Child Support Specialist II	-14.91%
H30D	Child Support Specialist IV	-16.31%
I10C	Correctional Security Officer III	-5.45%
I10D	Correctional Security Officer IV	-12.04%
I11B	Correctional Security Manager II	-25.97%
I20B	Correctional Case Manager II	-21.40%
I24A	Correctional Counselor I	-19.67%
I30A	Correctional Industries Manager I	-43.46%
I40B	Probation And Parole Officer II	-14.01%
I40D	Probation And Parole Officer IV	6.93%
J10B	Safety Standards Inspector II	-51.75%
J15B	Industrial Hygienist II	-46.22%
J16B	Boiler And Pressure Vessel Inspector II	-7.58%
J17B	Labor Compliance Officer II	-53.55%
J25B	Safety And Health Director II	-43.98%
J31B	Safety Consultant II	-31.59%
J31C	Safety Consultant III	-54.80%
J41B	Fire Prevention And Security Officer II	-7.25%
J41D	Fire Prevention And Security Officer IV	-30.45%
K10B	Juvenile Justice Specialist II	2.11%
K11B	Disability Determination Specialist II	-9.59%
K15A	Manual Sign Language Specialist I	-78.59%
K20B	Rehabilitation Technician II	-19.26%
K21A	Vocational Rehabilitation Specialist I	10.46%
K21B	Vocational Rehabilitation Specialist II	-31.30%
K23B	Rehabilitation Of The Blind Specialist II	-19.51%
K28A	Vocational Training Instructor I	4.99%
K30A	Vending Machine Technician I	-30.30%
L13B	Agricultural Market Development Coordinator II	-80.91%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
L16B	Agriculture Field Inspector II	-21.72%
L16C	Agriculture Field Inspector III	-45.13%
L21A	Forest Fire Detection Specialist I	-107.67%
L22B	Forest Regeneration Specialist II	-19.82%
L24B	Forester II	-23.96%
M10A	Regulatory Program Manager I	-41.93%
M20A	Consumer Complaint Investigator And Mediator I	-19.61%
M32B	Oil And Gas Field Inspector II	-54.26%
M40B	Public Utility Regulatory Analyst II	-54.47%
M40D	Public Utility Regulatory Analyst IV	-26.58%
M41C	Public Utility Compliance Specialist III	-9.40%
N13B	Veterans Affairs Field Services Representative II	-70.53%
P15A	Naturalist I	-34.68%
P20B	Park Ranger II	-16.87%
P25D	Park Manager IV	-10.21%
Q10B	Power Generation Operations Technical II	12.92%
Q20B	Power Plant Maintenance Technician II	2.07%
Q21A	Power Transmission Maintenance Technician I	-15.91%
Q21B	Power Transmission Maintenance Technician II	4.29%
Q23B	Heavy Equipment Railcar Maintenance II	32.78%
Q24B	Electrical Drafting Technician II	-0.10%
R10B	Environmental/Chemical Laboratory Scientist II	-40.55%
R10D	Environmental/Chemical Laboratory Scientist IV	-30.93%
R20B	Environmental Programs Specialist II	-25.41%
R20C	Environmental Programs Specialist III	-32.84%
R20D	Environmental Programs Specialist IV	-28.29%
R25B	Environmental Programs Manager II	-15.76%
R25C	Environmental Programs Manager III	-31.51%
S10A	Engineer Intern I	-15.88%
S10D	Engineer Intern IV	-18.66%
S11A	Professional Engineer I	-25.00%
S11B	Professional Engineer II	-13.11%
S11C	Professional Engineer III	-27.75%
S12B	Engineering Manager II	-19.49%
S12D	Engineering Manager IV	-11.06%
S16B	Professional Land Surveyor II	4.56%
S17A	Land Surveyor Manager I	13.01%
S17B	Land Surveyor Manager II	8.97%
T10A	Computer Aided Drafting And Design Specialist I	-11.28%
T10B	Computer Aided Drafting And Design Specialist II	-9.08%
T10C	Computer Aided Drafting And Design Specialist III	-33.68%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
T10D	Computer Aided Drafting And Design Specialist IV	-28.73%
T10E	Computer Aided Drafting And Design Specialist V	-35.31%
T10F	Computer Aided Drafting And Design Specialist Vi	-31.16%
T21A	Transportation Technician I	-5.03%
T21B	Transportation Technician II	-21.54%
T21C	Transportation Technician III	-50.76%
T21D	Transportation Technician IV	-26.21%
T22B	Transportation Specialist II	-46.74%
T23A	Transportation Manager I	-55.98%
T25B	Transportation Equipment Operator II	-25.35%
T25C	Transportation Equipment Operator III	-19.22%
T25D	Transportation Equipment Operator IV	-11.57%
T60B	Photogrammetrist II	-25.90%
T60C	Photogrammetrist III	-17.51%
U11A	Historical Facility Manager I	-82.37%
U11B	Historical Facility Manager II	-61.64%
U12B	Historical Collections Specialist II	-54.92%
U14A	Historic Preservation Specialist I	-21.41%
U14C	Historic Preservation Specialist III	10.34%
V10B	Tax Document Examiner II	-19.33%
V11B	Revenue Compliance Officer II	-3.91%
V14B	Motor Vehicle Enforcement Officer II	10.51%
V17B	Revenue Compliance Examiner II	-88.18%
V30A	Assessment And Equalization Analyst I	-51.65%
W10A	Workforce Services Specialist I	-64.50%
W10B	Workforce Services Specialist II	-53.77%
W10D	Workforce Services Specialist IV	-77.35%
X10A	Health Information Technician I	-6.77%
X10C	Health Information Technician III	-6.93%
X11B	Therapeutic/Medical Aide II	16.46%
X12B	Therapeutic/Medical Assistant II	-37.42%
X13A	Laboratory Technician I	-66.79%
X13C	Laboratory Technician III	-33.60%
X14A	Clinical Laboratory Scientist I	-2.62%
X14B	Clinical Laboratory Scientist II	-38.79%
X14D	Clinical Laboratory Scientist IV	-46.12%
X17B	Public Health Specialist II	-15.12%
X17D	Public Health Specialist IV	-38.98%
X19B	Dental Care Hygienist II	8.18%
X20A	Health Educator I	-9.12%
X20B	Health Educator II	-4.09%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
X22B	Speech-Language Pathologist II	-52.76%
X22C	Speech-Language Pathologist III	-50.60%
X23B	Alcohol And Drug Counselor II	-28.66%
X24B	Dental Care Assistant II	-35.61%
X25B	Pharmacy Technician II	-11.57%
X27B	Epidemiologist II	-17.70%
X27C	Epidemiologist III	-10.85%
X29B	Health Facility Surveyor II	-20.49%
X31B	Psychological Clinician II	-15.81%
X31D	Psychological Clinician IV	-55.14%
X32B	Child Development Specialist II	-28.59%
X33C	Occupational Therapist III	13.93%
X34C	Physical Therapist III	14.85%
X35A	Recreational Activities Specialist I	12.78%
X35C	Recreational Activities Specialist III	-13.91%
X36B	Recreation Therapist II	-8.39%
X40A	Clinical Laboratory Administrator I	-46.91%
Y10A	Patient Care Assistant I	-1.18%
Y10B	Patient Care Assistant II	-0.82%
Y11A	Licensed Practical Nurse I	-12.70%
Y11B	Licensed Practical Nurse II	-13.82%
Y12A	Registered Nurse I	-38.11%
Y12B	Registered Nurse II	-41.14%
Y12C	Registered Nurse III	-30.98%
Y13A	Nursing Manager I	-34.41%
Y13B	Nursing Manager II	-50.48%
Y13C	Nursing Manager III	-57.00%
Y14B	Advanced Practice Nurse II	-36.45%
Y15B	Health Care Management Nurse II	-41.26%
Z12A	Direct Care Specialist I	-19.56%
Z12B	Direct Care Specialist II	-1.30%
Z12D	Direct Care Specialist IV	-8.95%
Z18D	Independent Living Instructor IV	3.46%
Z20A	Food Service Specialist I	-3.08%
Z20B	Food Service Specialist II	-4.10%
Z20C	Food Service Specialist III	-62.52%
Z21A	Food Service Manager I	-16.24%
Z21B	Food Service Manager II	-26.86%
Z21C	Food Service Manager III	-44.85%
Z24A	Nutrition Assistant I	4.25%
Z25B	Nutrition Therapist II	-19.45%

CONT...Table A1: MULTI SURVEY BENCHMARK JOBS & RELATIONSHIP TO MARKET

JFD Code	JFD Title	Relationship to Market
Z25C	Nutrition Therapist III	-44.12%
Z25D	Nutrition Therapist IV	-47.58%
Z30B	Linen And Clothing Specialist II	5.82%
Z30D	Linen And Clothing Specialist IV	-75.49%
Z30E	Linen And Clothing Specialist V	-112.90%
Z40A	Personal Grooming Specialist I	-9.15%
Z50B	Volunteer Services Specialist II	-82.25%
Z51B	Juvenile Specialist II	-33.87%
Z52B	Chaplain II	-30.59%

Table A2: Market Analysis By Agency

Agency Number	Agency Name	Number of Classified Incumbents	Number of Benchmark Incumbents	Percent Incumbents Covered	Benchmark Average Salary	Market Average Salary	Percent Above or Below Market
025	Military Department	195	105	53.85%	\$31,497.95	\$44,945.39	42.69%
030	Alcoholic Beverage Laws Enforcement Commission	39	12	30.77%	\$37,953.00	\$48,775.18	28.51%
040	Agriculture, Food, and Forestry; Department of	355	174	49.01%	\$34,999.26	\$47,376.91	35.37%
090	Finance, Office of State	38	31	81.58%	\$42,354.72	\$57,700.10	36.23%
127	Children and Youth, Commission on	18	6	33.33%	\$37,842.54	\$53,333.78	40.94%
131	Corrections, State Department of	3701	2379	64.28%	\$33,282.18	\$40,673.98	22.21%
160	Commerce, Oklahoma Department of	2	2	100.00%	\$41,664.02	\$56,726.25	36.15%
185	Corporation Commission, Oklahoma	285	141	49.47%	\$37,150.99	\$49,360.65	32.86%
190	Cosmetology, State Board of	10	5	50.00%	\$31,851.70	\$31,892.02	0.13%
215	Dentistry, Oklahoma Board of	1	0	0.00%	N/A	N/A	N/A
265	Education, State Department of	1	1	100.00%	\$31,097.05	\$38,678.15	24.38%
270	Election Board, State	13	10	76.92%	\$34,114.82	\$47,757.62	39.99%
290	Employment Security Commission, Oklahoma	631	308	48.81%	\$34,343.65	\$55,001.27	60.15%
292	Environmental Quality, Department of	486	413	84.98%	\$48,506.39	\$62,820.26	29.51%
296	Ethics Commission	2	2	100.00%	\$45,620.88	\$55,690.60	22.07%
298	Merit Protection Commission	4	1	25.00%	\$38,000.04	\$48,490.87	27.61%
306	Pardon and Parole Board	30	8	26.67%	\$31,265.50	\$39,472.37	26.25%
308	Investigation, Oklahoma State Bureau of	253	147	58.10%	\$46,779.75	\$52,400.97	12.02%
309	Emergency Management, Oklahoma Department of	18	7	38.89%	\$33,962.04	\$46,687.41	37.47%
310	Fire Marshal Commission, State	19	15	78.95%	\$40,548.28	\$51,376.49	26.70%
326	Handicapped Concerns, Office of	4	1	25.00%	\$24,000.00	\$25,285.43	5.36%
340	Health, State Department of	1494	1196	80.05%	\$35,663.51	\$46,834.85	31.32%
345	Transportation, Department of	2330	1765	75.75%	\$37,478.59	\$48,894.92	30.46%
350	Historical Society, Oklahoma	126	70	55.56%	\$33,076.16	\$45,631.73	37.96%
355	Human Rights Commission, Oklahoma	10	3	30.00%	\$29,270.40	\$33,560.23	14.66%

CONT...Table A2: Market Analysis By Agency

Agency Number	Agency Name	Number of Classified Incumbents	Number of Benchmark Incumbents	Percent Incumbents Covered	Benchmark Average Salary	Market Average Salary	Percent Above or Below Market
390	Compsource Oklahoma	95	81	85.26%	\$36,720.57	\$47,439.31	29.19%
400	Juvenile Affairs, Office of	713	410	57.50%	\$30,572.87	\$37,313.23	22.05%
405	Labor, Department of	70	41	58.57%	\$39,732.87	\$55,564.28	39.84%
410	Land Office, Commissioners of the	34	21	61.76%	\$39,937.81	\$53,149.33	33.08%
430	Libraries, Oklahoma Department of	42	34	80.95%	\$36,516.92	\$49,869.70	36.57%
445	Liquefied Petroleum Gas Board, Oklahoma	7	2	28.57%	\$30,459.54	\$36,888.15	21.11%
450	Medical Licensure and Supervision, State Board of	15	11	73.33%	\$33,114.35	\$36,094.57	9.00%
452	Mental Health and Substance Abuse Services, Department of	864	782	90.51%	\$24,245.15	\$30,681.02	26.54%
477	Narcotics and Dangerous Drugs Control, Oklahoma State Bureau of	77	14	18.18%	\$35,993.78	\$43,112.23	19.78%
515	Public Employees Retirement System, Oklahoma	27	8	29.63%	\$36,288.22	\$41,014.32	13.02%
516	Insurance Board, Oklahoma State and Education Employees Group	135	66	48.89%	\$42,893.51	\$53,750.42	25.31%
525	Osteopathic Examiners, State Board of	2	0	0.00%	N/A	N/A	N/A
548	Personnel Management, Office of	39	36	92.31%	\$40,780.54	\$61,465.34	50.72%
560	Pharmacy, Board of	3	2	66.67%	\$37,096.38	\$56,810.65	53.14%
566	Tourism and Recreation Department, Oklahoma	257	194	75.49%	\$28,961.21	\$38,928.09	34.41%
568	Scenic Rivers Commission, Oklahoma	2	2	100.00%	\$29,587.94	\$41,892.21	41.59%
570	Engineers and Land Surveyors, State Board of Licensure for Professional	4	4	100.00%	\$32,791.89	\$35,345.67	7.79%
580	Central Services, Department of	152	126	82.89%	\$37,656.98	\$51,285.13	36.19%
585	Safety, Department of Public	1307	1151	88.06%	\$47,647.70	\$45,293.44	-4.94%
588	Real Estate Commission, Oklahoma	14	10	71.43%	\$38,991.65	\$41,448.75	6.30%
619	Physician Manpower Training Commission	3	2	66.67%	\$34,162.98	\$36,713.51	7.47%

CONT...Table A2: Market Analysis By Agency

Agency Number	Agency Name	Number of Classified Incumbents	Number of Benchmark Incumbents	Percent Incumbents Covered	Benchmark Average Salary	Market Average Salary	Percent Above or Below Market
620	Quartz Mountain Arts and Conference Center and Nature Park	6	6	100.00%	\$27,239.31	\$37,394.22	37.28%
625	Secretary of State, Office of	29	18	62.07%	\$40,896.31	\$46,211.73	13.00%
629	School of Science and Mathematics, Oklahoma	3	3	100.00%	\$22,735.99	\$25,468.58	12.02%
635	Consumer Credit, Commission on	15	12	80.00%	\$28,896.58	\$39,764.88	37.61%
645	Conservation Commission, Oklahoma	5	5	100.00%	\$47,411.53	\$66,609.99	40.49%
650	Veterans Affairs, Oklahoma Department of	1585	1178	74.32%	\$27,414.00	\$31,531.17	15.02%
670	J.D. McCarty Center for Children with Development Disabilities	188	177	94.15%	\$27,843.18	\$36,212.44	30.06%
695	Tax Commission, Oklahoma	505	277	54.85%	\$32,850.90	\$53,147.27	61.78%
715	Teachers' Retirement System of Oklahoma	13	3	23.08%	\$40,467.16	\$45,219.96	11.74%
805	Rehabilitation Services, Oklahoma Department of	800	361	45.13%	\$31,994.50	\$40,479.15	26.52%
815	Employees Benefits Council, Oklahoma State	32	27	84.38%	\$43,134.35	\$54,537.05	26.44%
830	Human Services, Department of	6649	5208	78.33%	\$31,927.17	\$38,759.94	21.40%
835	Water Resources Board, Oklahoma	56	49	87.50%	\$47,364.03	\$63,139.60	33.31%
880	Will Rogers Memorial Commission	3	1	33.33%	\$19,598.29	\$25,560.16	30.42%
978	Turnpike Authority, Oklahoma	518	223	43.05%	\$31,561.97	\$39,775.56	26.02%
980	Grand River Dam Authority	296	169	57.09%	\$54,668.18	\$54,292.69	-0.69%

Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
A10B	Insurance Underwriter	3	0	0.0%	0	0.0%
A10D	Insurance Underwriter	1	0	0.0%	0	0.0%
A11A	Insurance Claims Adjuster	1	0	0.0%	0	0.0%
A11B	Insurance Claims Adjuster	2	1	50.0%	0	0.0%
A11C	Insurance Claims Adjuster	1	0	0.0%	0	0.0%
A20A	Insurance Subrogation/Reimb Sp	8	0	0.0%	1	12.5%
A20B	Insurance Subrogation/Reimb Sp	6	0	0.0%	0	0.0%
A20C	Insurance Subrogation/Reimb Sp	4	1	25.0%	0	0.0%
A30B	Member Services Representative	21	0	0.0%	0	0.0%
A30C	Member Services Representative	3	0	0.0%	0	0.0%
A31B	Flexible Benefits Representative	3	0	0.0%	0	0.0%
A31C	Flexible Benefits Representative	1	0	0.0%	0	0.0%
A32B	Insurance Benefits Specialist	1	0	0.0%	0	0.0%
A32C	Insurance Benefits Specialist	7	0	0.0%	0	0.0%
A33A	Provider Contracting Specialist	6	0	0.0%	0	0.0%
A33B	Provider Contracting Specialist	1	0	0.0%	0	0.0%
A33C	Provider Contracting Specialist	1	0	0.0%	0	0.0%
A40A	Insurance Program Administrator	6	0	0.0%	0	0.0%
A40B	Insurance Program Administrator	2	1	50.0%	0	0.0%
A40C	Insurance Program Administrator	4	0	0.0%	0	0.0%
A40D	Insurance Program Administrator	2	0	0.0%	0	0.0%
A50A	Retirement Benefit Analyst	1	0	0.0%	0	0.0%
A50B	Retirement Benefit Analyst	16	3	18.8%	0	0.0%
A50C	Retirement Benefit Analyst	16	1	6.3%	0	0.0%
A50D	Retirement Benefit Analyst	4	0	0.0%	0	0.0%
B10B	Information Sys Operations Specialist	1	0	0.0%	0	0.0%
B10C	Information Sys Operations Specialist	8	0	0.0%	0	0.0%
B10D	Information Sys Operations Specialist	12	2	16.7%	2	16.7%

CONT... Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
B10E	Information Sys Operations Specialist	9	1	11.1%	0	0.0%
B20B	Inf Sys Telecommunications Technician	15	0	0.0%	0	0.0%
B20C	Inf Sys Telecommunications Technician	5	1	20.0%	0	0.0%
B21A	Info Sys Network Mgmt Specialist	8	1	12.5%	1	12.5%
B21B	Info Sys Network Mgmt Specialist	28	1	3.6%	1	3.6%
B21C	Info Sys Network Mgmt Specialist	54	1	1.9%	1	1.9%
B21D	Info Sys Network Mgmt Specialist	13	3	23.1%	0	0.0%
B22A	Information Sys Network Administrator	2	0	0.0%	0	0.0%
B22B	Information Sys Network Administrator	1	0	0.0%	0	0.0%
B22C	Information Sys Network Administrator	5	1	20.0%	0	0.0%
B22D	Information Sys Network Administrator	1	0	0.0%	0	0.0%
B23A	Information Sys Network Technician	13	0	0.0%	0	0.0%
B30A	Info Sys Operating Sys Specialist	2	0	0.0%	0	0.0%
B30B	Info Sys Operating Sys Specialist	10	0	0.0%	0	0.0%
B30C	Info Sys Operating Sys Specialist	32	3	9.4%	0	0.0%
B30D	Info Sys Operating Sys Specialist	10	0	0.0%	1	10.0%
B31A	Information Systems Manager	6	0	0.0%	0	0.0%
B31B	Information Systems Manager	9	0	0.0%	0	0.0%
B31C	Information Systems Manager	21	2	9.5%	0	0.0%
B32A	Information Systems Administrator	4	0	0.0%	0	0.0%
B32B	Information Systems Administrator	6	1	16.7%	0	0.0%
B32C	Information Systems Administrator	9	0	0.0%	0	0.0%
B40A	Information Sys Planning Specialist	3	0	0.0%	1	33.3%
B40B	Information Sys Planning Specialist	6	0	0.0%	0	0.0%
B40C	Information Sys Planning Specialist	37	4	10.8%	1	2.7%
B40D	Information Sys Planning Specialist	12	0	0.0%	0	0.0%
B51A	Information Sys Application Specialist	11	1	9.1%	0	0.0%
B51B	Information Sys Application Specialist	32	3	9.4%	0	0.0%
B51C	Information Sys Application Specialist	43	3	7.0%	0	0.0%
B51D	Information Sys Application Specialist	56	2	3.6%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
B52B	IS Data Management Analyst	5	2	40.0%	2	40.0%
B52C	IS Data Management Analyst	33	1	3.0%	0	0.0%
B52D	IS Data Management Analyst	7	0	0.0%	0	0.0%
B55A	Information Sys Services Cdnr	8	3	37.5%	0	0.0%
B55B	Information Sys Services Cdnr	68	3	4.4%	1	1.5%
B55C	Information Sys Services Cdnr	31	1	3.2%	0	0.0%
B55D	Information Sys Services Cdnr	10	0	0.0%	0	0.0%
C10A	Civil Rights Administrator	3	0	0.0%	0	0.0%
C10B	Civil Rights Administrator	4	0	0.0%	0	0.0%
C10C	Civil Rights Administrator	1	0	0.0%	0	0.0%
C12A	Employee Assistance Prog Cdnr	3	0	0.0%	1	33.3%
C12B	Employee Assistance Prog Cdnr	1	0	0.0%	0	0.0%
C15A	Human Rights Representative	5	0	0.0%	1	20.0%
C15B	Human Rights Representative	1	0	0.0%	0	0.0%
C15C	Human Rights Representative	1	1	100.0%	0	0.0%
C16A	Human Rights Administrator	1	0	0.0%	0	0.0%
C30A	Human Resources Assistant	29	4	13.8%	2	6.9%
C31A	Human Resources Mgmt Specialist	14	2	14.3%	0	0.0%
C31B	Human Resources Mgmt Specialist	57	2	3.5%	0	0.0%
C31C	Human Resources Mgmt Specialist	89	4	4.5%	0	0.0%
C31D	Human Resources Mgmt Specialist	33	3	9.1%	0	0.0%
C32A	Human Resources Programs Mgr	19	0	0.0%	0	0.0%
C32B	Human Resources Programs Mgr	27	3	11.1%	1	3.7%
C32C	Human Resources Programs Mgr	16	2	12.5%	0	0.0%
C33A	Human Resources Prog Director	4	0	0.0%	0	0.0%
C33B	Human Resources Prog Director	1	0	0.0%	0	0.0%
C37A	Personnel Programs Analyst	1	0	0.0%	0	0.0%
C37B	Personnel Programs Analyst	1	0	0.0%	0	0.0%

CONT... Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
C40B	Correctional Training Officer	16	1	6.3%	0	0.0%
C40C	Correctional Training Officer	7	0	0.0%	0	0.0%
C40D	Correctional Training Officer	1	0	0.0%	0	0.0%
C41A	Training Specialist	1	1	100.0%	0	0.0%
C41B	Training Specialist	31	1	3.2%	0	0.0%
C41C	Training Specialist	5	0	0.0%	0	0.0%
C42A	Video Production Specialist	3	0	0.0%	0	0.0%
C42B	Video Production Specialist	3	0	0.0%	0	0.0%
C42C	Video Production Specialist	1	0	0.0%	0	0.0%
C43C	National Guard Training Ofer	1	0	0.0%	0	0.0%
D10A	Financial Loan Analyst	1	0	0.0%	0	0.0%
D10B	Financial Loan Analyst	1	0	0.0%	0	0.0%
D10C	Financial Loan Analyst	1	0	0.0%	0	0.0%
D10D	Financial Loan Analyst	1	0	0.0%	0	0.0%
D12A	Auditor	44	5	11.4%	0	0.0%
D12B	Auditor	102	6	5.9%	3	2.9%
D12C	Auditor	111	3	2.7%	1	0.9%
D12D	Auditor	29	0	0.0%	0	0.0%
D14A	Accountant	38	3	7.9%	2	5.3%
D14B	Accountant	104	5	4.8%	0	0.0%
D14C	Accountant	98	5	5.1%	1	1.0%
D14D	Accountant	60	4	6.7%	1	1.7%
D18B	Pre-Audit Claims Specialist	1	0	0.0%	0	0.0%
D18C	Pre-Audit Claims Specialist	1	0	0.0%	0	0.0%
D18D	Pre-Audit Claims Specialist	2	0	0.0%	0	0.0%
D20A	Budget Analyst	2	0	0.0%	0	0.0%
D20B	Budget Analyst	11	0	0.0%	0	0.0%
D20C	Budget Analyst	4	0	0.0%	0	0.0%
D20D	Budget Analyst	4	0	0.0%	0	0.0%
D30A	Business Manager	5	0	0.0%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
D30B	Business Manager	23	3	13.0%	0	0.0%
D30C	Business Manager	24	1	4.2%	0	0.0%
D33A	Financial Manager/Comptroller	12	1	8.3%	0	0.0%
D33B	Financial Manager/Comptroller	18	0	0.0%	0	0.0%
D33C	Financial Manager/Comptroller	5	0	0.0%	0	0.0%
D33D	Financial Manager/Comptroller	6	1	16.7%	0	0.0%
D50A	Accounting Technician	14	2	14.3%	0	0.0%
D50B	Accounting Technician	56	2	3.6%	1	1.8%
D50C	Accounting Technician	84	4	4.8%	0	0.0%
D50D	Accounting Technician	4	2	50.0%	0	0.0%
D51A	Insurance/Benefits Accounts Specialist	3	0	0.0%	0	0.0%
D51B	Insurance/Benefits Accounts Specialist	8	1	12.5%	0	0.0%
D51C	Insurance/Benefits Accounts Specialist	17	0	0.0%	0	0.0%
D51D	Insurance/Benefits Accounts Specialist	6	0	0.0%	0	0.0%
D54A	Consumer Credit Examiner	4	1	25.0%	1	25.0%
D54B	Consumer Credit Examiner	3	1	33.3%	0	0.0%
D54C	Consumer Credit Examiner	1	0	0.0%	0	0.0%
E12A	Administrative Programs Ofcr	267	19	7.1%	1	0.4%
E12B	Administrative Programs Ofcr	181	13	7.2%	2	1.1%
E12C	Administrative Programs Ofcr	81	1	1.2%	0	0.0%
E12D	Administrative Programs Ofcr	61	8	13.1%	0	0.0%
E13A	Customer Svc Representative	4	2	50.0%	2	50.0%
E13B	Customer Svc Representative	119	5	4.2%	1	0.8%
E13C	Customer Svc Representative	53	4	7.5%	0	0.0%
E14A	Court Reporter	7	0	0.0%	0	0.0%
E15A	Docket Clerk	4	2	50.0%	0	0.0%
E15B	Docket Clerk	3	0	0.0%	0	0.0%
E15C	Docket Clerk	2	0	0.0%	0	0.0%
E16A	Administrative Technician	27	1	3.7%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
E16B	Administrative Technician	157	16	10.2%	3	1.9%
E16C	Administrative Technician	977	90	9.2%	14	1.4%
E16D	Administrative Technician	80	11	13.8%	0	0.0%
E17A	Administrative Assistant	374	21	5.6%	6	1.6%
E17B	Administrative Assistant	402	25	6.2%	3	0.7%
E18B	Business Filing Specialist	2	0	0.0%	0	0.0%
E18C	Business Filing Specialist	3	0	0.0%	0	0.0%
E19A	Medical Transcriptionist	2	1	50.0%	0	0.0%
E20A	Library Technician	1	1	100.0%	0	0.0%
E20B	Library Technician	11	0	0.0%	0	0.0%
E20C	Library Technician	2	0	0.0%	0	0.0%
E21A	Librarian	5	0	0.0%	0	0.0%
E21B	Librarian	4	0	0.0%	0	0.0%
E21C	Librarian	4	2	50.0%	0	0.0%
E21D	Librarian	8	1	12.5%	0	0.0%
E22A	Administrative Librarian	3	1	33.3%	0	0.0%
E22B	Administrative Librarian	1	0	0.0%	0	0.0%
E24A	Secretary	104	9	8.7%	3	2.9%
E24B	Secretary	71	4	5.6%	0	0.0%
E24C	Secretary	66	5	7.6%	0	0.0%
E24D	Secretary	51	3	5.9%	0	0.0%
E24E	Secretary	86	2	2.3%	0	0.0%
E25A	Legal Secretary	3	0	0.0%	0	0.0%
E25B	Legal Secretary	12	1	8.3%	1	8.3%
E25C	Legal Secretary	7	0	0.0%	0	0.0%
E25D	Legal Secretary	4	0	0.0%	0	0.0%
E31B	Administrative Hearing Officer	15	1	6.7%	0	0.0%
E33B	Bindery Worker	1	0	0.0%	0	0.0%
E33C	Bindery Worker	3	0	0.0%	0	0.0%
E34B	Offset Press Operator	2	0	0.0%	0	0.0%

CONT... Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
E34C	Offset Press Operator	11	1	9.1%	0	0.0%
E34D	Offset Press Operator	4	0	0.0%	0	0.0%
E35A	Duplicating Equipment Operator	2	0	0.0%	0	0.0%
E35B	Duplicating Equipment Operator	1	0	0.0%	1	100.0%
E35C	Duplicating Equipment Operator	1	0	0.0%	0	0.0%
E35D	Duplicating Equipment Operator	1	0	0.0%	0	0.0%
E36A	Optical Imaging Specialist	4	0	0.0%	0	0.0%
E36B	Optical Imaging Specialist	43	3	7.0%	0	0.0%
E36C	Optical Imaging Specialist	9	0	0.0%	0	0.0%
E37A	Reproduction Services Manager	4	2	50.0%	0	0.0%
E38A	Director of Central Printing	1	0	0.0%	0	0.0%
E41A	Archivist/Records Mgmt Specialist	1	0	0.0%	0	0.0%
E41B	Archivist/Records Mgmt Specialist	4	1	25.0%	0	0.0%
E41C	Archivist/Records Mgmt Specialist	1	1	100.0%	0	0.0%
E42A	Administrative Archivist	1	0	0.0%	0	0.0%
E43A	Graphic Artist	3	0	0.0%	0	0.0%
E43B	Graphic Artist	16	1	6.3%	0	0.0%
E43C	Graphic Artist	3	1	33.3%	0	0.0%
E44A	Public Information Officer	3	0	0.0%	0	0.0%
E44B	Public Information Officer	13	1	7.7%	0	0.0%
E44C	Public Information Officer	5	1	20.0%	0	0.0%
E45A	Public Information Manager	1	0	0.0%	0	0.0%
E45B	Public Information Manager	16	1	6.3%	1	6.3%
E46A	Statistical Research Specialist	3	0	0.0%	0	0.0%
E46B	Statistical Research Specialist	6	0	0.0%	0	0.0%
E46C	Statistical Research Specialist	9	0	0.0%	0	0.0%
E46D	Statistical Research Specialist	7	0	0.0%	0	0.0%
E47A	Research Director	1	0	0.0%	0	0.0%
E48B	Planning Coordinator	1	0	0.0%	0	0.0%

CONT... Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
E48C	Planning Coordinator	1	0	0.0%	0	0.0%
E49A	Management Analyst	2	1	50.0%	0	0.0%
E50A	Photographer	2	0	0.0%	1	50.0%
E50B	Photographer	2	0	0.0%	0	0.0%
E55A	Customer Asst Representative	47	6	12.8%	6	12.8%
E55B	Customer Asst Representative	56	5	8.9%	0	0.0%
E55C	Customer Asst Representative	24	2	8.3%	0	0.0%
E55D	Customer Asst Representative	6	0	0.0%	0	0.0%
F10A	Contracting & Procurement Ofcr	4	0	0.0%	0	0.0%
F10B	Contracting & Procurement Ofcr	3	2	66.7%	0	0.0%
F10C	Contracting & Procurement Ofcr	5	0	0.0%	0	0.0%
F10D	Contracting & Procurement Ofcr	1	0	0.0%	0	0.0%
F14A	Contracting & Acquisitions Agt	8	0	0.0%	0	0.0%
F14B	Contracting & Acquisitions Agt	27	1	3.7%	0	0.0%
F14C	Contracting & Acquisitions Agt	29	3	10.3%	0	0.0%
F14D	Contracting & Acquisitions Agt	22	1	4.5%	0	0.0%
F15A	Contracting & Acquisition Administrator	7	1	14.3%	0	0.0%
F16A	Surplus Property Agent	4	0	0.0%	0	0.0%
F20A	Material Management Specialist	4	1	25.0%	0	0.0%
F20B	Material Management Specialist	56	9	16.1%	2	3.6%
F20C	Material Management Specialist	40	0	0.0%	0	0.0%
F20D	Material Management Specialist	28	1	3.6%	2	7.1%
F21A	Material Management Officer	13	1	7.7%	0	0.0%
F21B	Material Management Officer	19	3	15.8%	0	0.0%
F30A	Minerals Management Specialist	2	0	0.0%	0	0.0%
F30B	Minerals Management Specialist	1	0	0.0%	0	0.0%
F30C	Minerals Management Specialist	1	0	0.0%	0	0.0%
F30D	Minerals Management Specialist	1	0	0.0%	0	0.0%
F31B	Real Estate Management Specialist	3	0	0.0%	0	0.0%
F31C	Real Estate Management Specialist	4	0	0.0%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
F31D	Real Estate Management Specialist	2	0	0.0%	0	0.0%
F36A	Dir, Real Estate Management	1	0	0.0%	0	0.0%
F36B	Dir, Real Estate Management	1	0	0.0%	0	0.0%
F38A	Real Property Mgmt Specialist	3	1	33.3%	0	0.0%
F41A	Construction/Maintenance Technician	76	6	7.9%	2	2.6%
F41B	Construction/Maintenance Technician	109	9	8.3%	0	0.0%
F41C	Construction/Maintenance Technician	117	9	7.7%	1	0.9%
F44A	Carpenter	5	0	0.0%	0	0.0%
F44B	Carpenter	8	0	0.0%	0	0.0%
F45A	Construction/Maintenance Administrator	33	1	3.0%	0	0.0%
F45B	Construction/Maintenance Administrator	34	2	5.9%	0	0.0%
F45C	Construction/Maintenance Administrator	12	0	0.0%	0	0.0%
F45D	Construction/Maintenance Administrator	4	0	0.0%	0	0.0%
F46B	Painter	1	1	100.0%	0	0.0%
F47A	Automotive/Engine Mechanic	2	0	0.0%	0	0.0%
F47B	Automotive/Engine Mechanic	11	1	9.1%	0	0.0%
F47C	Automotive/Engine Mechanic	66	5	7.6%	0	0.0%
F47D	Automotive/Engine Mechanic	10	0	0.0%	0	0.0%
F47E	Automotive/Engine Mechanic	13	1	7.7%	0	0.0%
F48A	Welder	1	0	0.0%	0	0.0%
F48B	Welder	3	1	33.3%	0	0.0%
F48C	Welder	9	0	0.0%	0	0.0%
F49B	Physical Plant Operator	1	0	0.0%	0	0.0%
F49C	Physical Plant Operator	3	0	0.0%	0	0.0%
F50A	Housekeeping/Custodial Worker	57	7	12.3%	8	14.0%
F50B	Housekeeping/Custodial Worker	145	17	11.7%	6	4.1%
F50C	Housekeeping/Custodial Worker	39	5	12.8%	1	2.6%
F50D	Housekeeping/Custodial Worker	10	1	10.0%	0	0.0%
F50E	Housekeeping/Custodial Worker	5	0	0.0%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
F54A	Light Vehicle Driver	3	0	0.0%	1	33.3%
F56A	Electronics Technician	5	1	20.0%	0	0.0%
F56B	Electronics Technician	2	0	0.0%	0	0.0%
F58A	Security Systems Program Mgr	1	0	0.0%	0	0.0%
F63A	Asbestos Superintendent	4	0	0.0%	0	0.0%
F63B	Asbestos Superintendent	2	0	0.0%	0	0.0%
F65A	Construction Designer	3	0	0.0%	0	0.0%
F69A	Chief Architect	1	0	0.0%	0	0.0%
F71A	Roofing Manager	1	0	0.0%	0	0.0%
F72A	Construction Manager	2	0	0.0%	0	0.0%
F73A	Military Construction Consultant	1	0	0.0%	0	0.0%
F73B	Military Construction Consultant	1	0	0.0%	0	0.0%
F73C	Military Construction Consultant	2	0	0.0%	0	0.0%
F74A	Mechanical Systems Technician	4	2	50.0%	0	0.0%
F74B	Mechanical Systems Technician	4	0	0.0%	0	0.0%
F74C	Mechanical Systems Technician	2	0	0.0%	0	0.0%
F74D	Mechanical Systems Technician	10	1	10.0%	0	0.0%
F75A	Electrician	3	0	0.0%	0	0.0%
F75B	Electrician	3	0	0.0%	1	33.3%
F75C	Electrician	1	0	0.0%	0	0.0%
F75D	Electrician	9	2	22.2%	1	11.1%
F76A	Plumber	1	0	0.0%	0	0.0%
F76B	Plumber	3	0	0.0%	0	0.0%
F76C	Plumber	5	0	0.0%	1	20.0%
F76D	Plumber	3	0	0.0%	0	0.0%
F77A	Groundskeeper	4	0	0.0%	1	25.0%
F77B	Groundskeeper	4	1	25.0%	0	0.0%
F78A	Equipment Operator	19	5	26.3%	0	0.0%
F78B	Equipment Operator	20	0	0.0%	0	0.0%

CONT... Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
F78C	Equipment Operator	4	0	0.0%	0	0.0%
F79A	Laborer	30	2	6.7%	0	0.0%
F79B	Laborer	2	0	0.0%	0	0.0%
G10A	Communications Officer (DPS)	68	5	7.4%	1	1.5%
G10B	Communications Officer (DPS)	15	0	0.0%	1	6.7%
G10C	Communications Officer (DPS)	17	0	0.0%	0	0.0%
G10D	Communications Officer (DPS)	2	0	0.0%	0	0.0%
G11A	Law Enf Communication Ctr Dir	1	0	0.0%	0	0.0%
G12A	Criminalist	2	0	0.0%	0	0.0%
G12B	Criminalist	7	1	14.3%	1	14.3%
G12C	Criminalist	43	3	7.0%	0	0.0%
G12D	Criminalist	12	0	0.0%	0	0.0%
G12E	Criminalist	3	0	0.0%	0	0.0%
G13A	Crime Reporting Field Representative	2	0	0.0%	1	50.0%
G13B	Crime Reporting Field Representative	10	1	10.0%	0	0.0%
G13C	Crime Reporting Field Representative	2	0	0.0%	0	0.0%
G14A	Driver's License Examiner	99	5	5.1%	0	0.0%
G14B	Driver's License Examiner	10	0	0.0%	0	0.0%
G15A	Law Enf Communications Specialist	18	1	5.6%	0	0.0%
G15B	Law Enf Communications Specialist	1	0	0.0%	0	0.0%
G16A	Physical Evidence Technician	1	1	100.0%	0	0.0%
G16B	Physical Evidence Technician	8	0	0.0%	0	0.0%
G16C	Physical Evidence Technician	2	0	0.0%	0	0.0%
G17A	Criminal Intelligence Analyst	1	0	0.0%	0	0.0%
G17B	Criminal Intelligence Analyst	8	1	12.5%	0	0.0%
G19B	Fingerprint Specialist	2	0	0.0%	0	0.0%
G19C	Fingerprint Specialist	4	0	0.0%	0	0.0%
G21A	State Fire Marshal Law Enf Agt	1	0	0.0%	0	0.0%
G21B	State Fire Marshal Law Enf Agt	5	0	0.0%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
G21C	State Fire Marshal Law Enf Agt	8	2	25.0%	0	0.0%
G21D	State Fire Marshal Law Enf Agt	4	0	0.0%	0	0.0%
G22B	Law Enforcement Special Agent	4	0	0.0%	0	0.0%
G22C	Law Enforcement Special Agent	65	4	6.2%	0	0.0%
G22D	Law Enforcement Special Agent	9	0	0.0%	0	0.0%
G22E	Law Enforcement Special Agent	4	1	25.0%	0	0.0%
G23C	Law Enf ABLE Commission Agt	15	2	13.3%	0	0.0%
G23D	Law Enf ABLE Commission Agt	4	0	0.0%	0	0.0%
G23E	Law Enf ABLE Commission Agt	4	0	0.0%	0	0.0%
G24B	Law Enforcement Narcotics Agt	9	0	0.0%	0	0.0%
G24C	Law Enforcement Narcotics Agt	25	1	4.0%	0	0.0%
G24D	Law Enforcement Narcotics Agt	9	1	11.1%	1	11.1%
G24E	Law Enforcement Narcotics Agt	9	0	0.0%	0	0.0%
G24F	Law Enforcement Narcotics Agt	3	0	0.0%	0	0.0%
G25B	DHS Investigative Agent	5	0	0.0%	0	0.0%
G25C	DHS Investigative Agent	21	2	9.5%	0	0.0%
G25D	DHS Investigative Agent	1	0	0.0%	0	0.0%
G25E	DHS Investigative Agent	3	0	0.0%	0	0.0%
G28B	Police Officer	25	2	8.0%	0	0.0%
G28C	Police Officer	14	1	7.1%	0	0.0%
G28D	Police Officer	7	0	0.0%	0	0.0%
G28E	Police Officer	3	1	33.3%	0	0.0%
G30A	Licensing Svcs Hearing Officer	30	0	0.0%	0	0.0%
G30B	Licensing Svcs Hearing Officer	2	0	0.0%	0	0.0%
G30C	Licensing Svcs Hearing Officer	2	0	0.0%	0	0.0%
G33B	Law Enf Telecomm Sys Specialist	1	0	0.0%	0	0.0%
G33C	Law Enf Telecomm Sys Specialist	7	0	0.0%	0	0.0%
G33D	Law Enf Telecomm Sys Specialist	1	0	0.0%	0	0.0%
G40A	Law Enforcement Programs Administrator	1	0	0.0%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
G40B	Law Enforcement Programs Administrator	4	0	0.0%	0	0.0%
G50C	Law Enf Capitol Patrol Officer	9	0	0.0%	0	0.0%
G50D	Law Enf Capitol Patrol Officer	2	1	50.0%	0	0.0%
G52C	Law Enf Lake Patrol Officer	4	0	0.0%	0	0.0%
G53C	Law Enf Highway Patrol Officer	636	14	2.2%	2	0.3%
G53E	Law Enf Highway Patrol Officer	108	2	1.9%	0	0.0%
G54A	Law Enf Highway Patrol Manager	34	0	0.0%	1	2.9%
G54B	Law Enf Highway Patrol Manager	10	0	0.0%	0	0.0%
H10A	Programs Manager	117	3	2.6%	0	0.0%
H10B	Programs Manager	133	11	8.3%	0	0.0%
H10C	Programs Manager	39	1	2.6%	1	2.6%
H10D	Programs Manager	19	2	10.5%	0	0.0%
H10E	Programs Manager	8	0	0.0%	0	0.0%
H11A	Programs Field Representative	212	3	1.4%	1	0.5%
H15B	County Director	1	0	0.0%	0	0.0%
H20A	Social Services Specialist	183	34	18.6%	4	2.2%
H20B	Social Services Specialist	1442	136	9.4%	7	0.5%
H20C	Social Services Specialist	52	8	15.4%	0	0.0%
H20D	Social Services Specialist	227	7	3.1%	2	0.9%
H21A	Case Manager	4	0	0.0%	0	0.0%
H21B	Case Manager	245	11	4.5%	1	0.4%
H21C	Case Manager	34	1	2.9%	0	0.0%
H21D	Case Manager	38	2	5.3%	0	0.0%
H22B	Social Services Inspector	68	5	7.4%	0	0.0%
H22C	Social Services Inspector	39	3	7.7%	0	0.0%
H22D	Social Services Inspector	1	0	0.0%	0	0.0%
H23A	Child Welfare Specialist	178	41	23.0%	12	6.7%
H23B	Child Welfare Specialist	716	105	14.7%	11	1.5%
H23C	Child Welfare Specialist	223	21	9.4%	2	0.9%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
H23D	Child Welfare Specialist	213	9	4.2%	1	0.5%
H24A	Child Care Licensing Specialist	1	0	0.0%	0	0.0%
H24B	Child Care Licensing Specialist	80	17	21.3%	1	1.3%
H24C	Child Care Licensing Specialist	22	3	13.6%	1	4.5%
H24D	Child Care Licensing Specialist	22	0	0.0%	0	0.0%
H26A	Adult Protective Services Specialist	11	0	0.0%	1	9.1%
H26B	Adult Protective Services Specialist	108	11	10.2%	0	0.0%
H26C	Adult Protective Services Specialist	22	2	9.1%	0	0.0%
H26D	Adult Protective Services Specialist	25	1	4.0%	0	0.0%
H27A	Clinical Social Worker	3	0	0.0%	0	0.0%
H27B	Clinical Social Worker	4	1	25.0%	0	0.0%
H27C	Clinical Social Worker	8	1	12.5%	0	0.0%
H27D	Clinical Social Worker	8	0	0.0%	1	12.5%
H30A	Child Support Specialist	37	5	13.5%	7	18.9%
H30B	Child Support Specialist	180	29	16.1%	2	1.1%
H30C	Child Support Specialist	48	1	2.1%	1	2.1%
H30D	Child Support Specialist	39	1	2.6%	1	2.6%
H50A	Disability Program Specialist	1	0	0.0%	0	0.0%
H50B	Disability Program Specialist	1	0	0.0%	0	0.0%
H50D	Disability Program Specialist	1	0	0.0%	0	0.0%
H51B	Planning/Oversight Specialist	1	0	0.0%	0	0.0%
H51C	Planning/Oversight Specialist	4	0	0.0%	0	0.0%
H51D	Planning/Oversight Specialist	4	0	0.0%	0	0.0%
I10A	Correctional Security Officer	100	44	44.0%	18	18.0%
I10B	Correctional Security Officer	112	41	36.6%	0	0.0%
I10C	Correctional Security Officer	664	105	15.8%	15	2.3%
I10D	Correctional Security Officer	692	70	10.1%	7	1.0%
I11A	Correctional Security Manager	226	20	8.8%	4	1.8%
I11B	Correctional Security Manager	35	3	8.6%	0	0.0%

CONT... Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
I12A	Correctional Chief of Security	19	0	0.0%	0	0.0%
I12B	Correctional Chief of Security	10	0	0.0%	0	0.0%
I12C	Correctional Chief of Security	9	0	0.0%	0	0.0%
I15A	Unit Manager (DOC)	64	3	4.7%	1	1.6%
I16A	Correctional Scty Consultant	3	0	0.0%	0	0.0%
I17A	Fugitive Apprehension Agent	1	0	0.0%	0	0.0%
I17B	Fugitive Apprehension Agent	3	0	0.0%	0	0.0%
I17C	Fugitive Apprehension Agent	13	0	0.0%	0	0.0%
I20A	Correctional Case Manager	34	4	11.8%	1	2.9%
I20B	Correctional Case Manager	39	2	5.1%	0	0.0%
I20C	Correctional Case Manager	179	13	7.3%	2	1.1%
I20D	Correctional Case Manager	30	0	0.0%	0	0.0%
I21A	Correctional Activities Officer	5	2	40.0%	0	0.0%
I21B	Correctional Activities Officer	11	1	9.1%	0	0.0%
I22A	School Principal	1	0	0.0%	0	0.0%
I23A	Correctional Teacher	56	5	8.9%	0	0.0%
I23B	Correctional Teacher	11	0	0.0%	0	0.0%
I24A	Correctional Counselor	29	7	24.1%	2	6.9%
I25A	Correctional Records Officer	36	1	2.8%	0	0.0%
I30A	Correctional Industries Mgr	7	0	0.0%	0	0.0%
I30B	Correctional Industries Mgr	12	0	0.0%	0	0.0%
I30C	Correctional Industries Mgr	14	0	0.0%	0	0.0%
I30D	Correctional Industries Mgr	7	0	0.0%	0	0.0%
I30E	Correctional Industries Mgr	2	0	0.0%	0	0.0%
I35A	Institutional Farms Manager	35	3	8.6%	0	0.0%
I35B	Institutional Farms Manager	1	0	0.0%	0	0.0%
I35C	Institutional Farms Manager	5	0	0.0%	0	0.0%
I35D	Institutional Farms Manager	4	0	0.0%	0	0.0%
I40A	Probation and Parole Officer	36	0	0.0%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
I40B	Probation and Parole Officer	57	5	8.8%	0	0.0%
I40C	Probation and Parole Officer	182	17	9.3%	1	0.5%
I40D	Probation and Parole Officer	37	0	0.0%	0	0.0%
I41B	Pardon and Parole Investigator	20	3	15.0%	0	0.0%
I41C	Pardon and Parole Investigator	2	0	0.0%	0	0.0%
J10A	Safety Standards Inspector	2	0	0.0%	0	0.0%
J10B	Safety Standards Inspector	7	0	0.0%	0	0.0%
J10D	Safety Standards Inspector	2	0	0.0%	0	0.0%
J12B	Emergency Management Officer	8	0	0.0%	0	0.0%
J12D	Emergency Management Officer	3	2	66.7%	0	0.0%
J14A	Asbestos Inspector	2	0	0.0%	0	0.0%
J14C	Asbestos Inspector	4	0	0.0%	0	0.0%
J14D	Asbestos Inspector	1	0	0.0%	0	0.0%
J15B	Industrial Hygienist	2	0	0.0%	0	0.0%
J15C	Industrial Hygienist	1	0	0.0%	0	0.0%
J16B	Boiler & Pressure Vessel Inspector	4	0	0.0%	0	0.0%
J16C	Boiler & Pressure Vessel Inspector	1	0	0.0%	1	100.0%
J17A	Labor Compliance Officer	2	0	0.0%	0	0.0%
J17B	Labor Compliance Officer	5	0	0.0%	0	0.0%
J17C	Labor Compliance Officer	4	0	0.0%	0	0.0%
J17D	Labor Compliance Officer	1	0	0.0%	0	0.0%
J19A	Occupational Licensure Specialist	1	0	0.0%	0	0.0%
J19C	Occupational Licensure Specialist	1	0	0.0%	0	0.0%
J20A	Real Estate Investigator	2	0	0.0%	0	0.0%
J20C	Real Estate Investigator	1	0	0.0%	0	0.0%
J25A	Safety and Health Director	1	0	0.0%	0	0.0%
J25B	Safety and Health Director	1	0	0.0%	0	0.0%
J31B	Safety Consultant	8	1	12.5%	0	0.0%
J31C	Safety Consultant	20	2	10.0%	1	5.0%

CONT... Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
J31D	Safety Consultant	2	1	50.0%	0	0.0%
J33A	Airfield Firefighter	9	2	22.2%	0	0.0%
J33B	Airfield Firefighter	5	0	0.0%	2	40.0%
J33C	Airfield Firefighter	4	1	25.0%	0	0.0%
J40A	Juvenile Security Officer	4	2	50.0%	2	50.0%
J40B	Juvenile Security Officer	78	19	24.4%	8	10.3%
J40C	Juvenile Security Officer	6	3	50.0%	1	16.7%
J40D	Juvenile Security Officer	6	0	0.0%	1	16.7%
J41A	Fire Prevention & Security Ofc	29	3	10.3%	2	6.9%
J41B	Fire Prevention & Security Ofc	52	2	3.8%	1	1.9%
J41C	Fire Prevention & Security Ofc	9	0	0.0%	1	11.1%
J41D	Fire Prevention & Security Ofc	11	1	9.1%	1	9.1%
J52A	Cosmetology Inspector	4	0	0.0%	0	0.0%
J53A	Pharmacy Inspector	1	0	0.0%	0	0.0%
J54B	Jail Insp/Investigation Ofcr	1	0	0.0%	0	0.0%
J55B	Medical/Dental Investigator	1	0	0.0%	0	0.0%
J55C	Medical/Dental Investigator	3	1	33.3%	0	0.0%
J55E	Medical/Dental Investigator	1	0	0.0%	1	100.0%
K10A	Juvenile Justice Specialist	8	2	25.0%	0	0.0%
K10B	Juvenile Justice Specialist	169	17	10.1%	2	1.2%
K10C	Juvenile Justice Specialist	34	1	2.9%	0	0.0%
K10D	Juvenile Justice Specialist	35	3	8.6%	0	0.0%
K11A	Disability Determination Specialist	67	16	23.9%	4	6.0%
K11B	Disability Determination Specialist	36	6	16.7%	0	0.0%
K11C	Disability Determination Specialist	51	3	5.9%	0	0.0%
K11D	Disability Determination Specialist	43	6	14.0%	0	0.0%
K12A	Disability Determination Technician	8	0	0.0%	0	0.0%
K12B	Disability Determination Technician	6	1	16.7%	0	0.0%
K12C	Disability Determination Technician	33	3	9.1%	0	0.0%

CONT... Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
K12D	Disability Determination Technician	6	0	0.0%	0	0.0%
K15A	Manual Sign Language Specl	2	0	0.0%	0	0.0%
K20A	Rehabilitation Technician	16	1	6.3%	1	6.3%
K20B	Rehabilitation Technician	17	0	0.0%	0	0.0%
K20C	Rehabilitation Technician	62	5	8.1%	1	1.6%
K21A	Vocational Rehabilitation Specialist	13	3	23.1%	0	0.0%
K21B	Vocational Rehabilitation Specialist	39	4	10.3%	1	2.6%
K21C	Vocational Rehabilitation Specialist	43	2	4.7%	0	0.0%
K21D	Vocational Rehabilitation Specialist	38	5	13.2%	0	0.0%
K23A	Rehabilitation of the Blind Specialist	2	0	0.0%	0	0.0%
K23B	Rehabilitation of the Blind Specialist	5	0	0.0%	0	0.0%
K23C	Rehabilitation of the Blind Specialist	6	0	0.0%	0	0.0%
K23D	Rehabilitation of the Blind Specialist	6	1	16.7%	0	0.0%
K28A	Vocational Training Instructor	1	0	0.0%	0	0.0%
K30A	Vending Machine Technician	3	0	0.0%	0	0.0%
K31A	Vending Facility Business Consultant	1	1	100.0%	0	0.0%
K31B	Vending Facility Business Consultant	3	1	33.3%	0	0.0%
L13B	Agricultural Mkt Devlpmt Cdnr	3	0	0.0%	0	0.0%
L13C	Agricultural Mkt Devlpmt Cdnr	1	1	100.0%	0	0.0%
L16A	Agriculture Field Inspector	25	1	4.0%	0	0.0%
L16B	Agriculture Field Inspector	31	0	0.0%	0	0.0%
L16C	Agriculture Field Inspector	10	1	10.0%	0	0.0%
L16D	Agriculture Field Inspector	9	0	0.0%	0	0.0%
L16E	Agriculture Field Inspector	3	0	0.0%	0	0.0%
L20B	Forestry Fire Control Officer	2	0	0.0%	0	0.0%
L21A	Forest Fire Detection Specialist	2	0	0.0%	0	0.0%
L22A	Forest Regeneration Specialist	2	0	0.0%	0	0.0%
L22B	Forest Regeneration Specialist	2	0	0.0%	0	0.0%
L22C	Forest Regeneration Specialist	2	0	0.0%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
L23A	Forest Resource Protection Specialist	43	0	0.0%	0	0.0%
L23B	Forest Resource Protection Specialist	36	2	5.6%	0	0.0%
L24A	Forester	6	0	0.0%	0	0.0%
L24B	Forester	5	1	20.0%	0	0.0%
L24C	Forester	8	1	12.5%	0	0.0%
L24D	Forester	3	1	33.3%	0	0.0%
L24E	Forester	4	0	0.0%	0	0.0%
L25B	Law Enforce Spec Agent (ODAFF)	1	0	0.0%	0	0.0%
L25C	Law Enforce Spec Agent (ODAFF)	5	2	40.0%	0	0.0%
L25D	Law Enforce Spec Agent (ODAFF)	3	2	66.7%	0	0.0%
L33A	Wildlife Damage Control Specialist	6	0	0.0%	0	0.0%
L33B	Wildlife Damage Control Specialist	7	0	0.0%	0	0.0%
L33C	Wildlife Damage Control Specialist	2	0	0.0%	0	0.0%
L34A	Seed Analyst	2	0	0.0%	0	0.0%
L40A	Metrologist	2	0	0.0%	0	0.0%
L40C	Metrologist	1	0	0.0%	0	0.0%
L41A	Agricultural Services Administrator	8	0	0.0%	0	0.0%
L41B	Agricultural Services Administrator	5	0	0.0%	0	0.0%
L41C	Agricultural Services Administrator	1	0	0.0%	0	0.0%
M10A	Regulatory Program Manager	2	0	0.0%	0	0.0%
M10B	Regulatory Program Manager	2	0	0.0%	0	0.0%
M10C	Regulatory Program Manager	2	0	0.0%	0	0.0%
M11A	Director, Oil and Gas Division	1	0	0.0%	0	0.0%
M20A	Consumer Complaint Investigator	1	0	0.0%	0	0.0%
M20B	Consumer Complaint Investigator	3	0	0.0%	0	0.0%
M20C	Consumer Complaint Investigator	4	0	0.0%	0	0.0%
M30A	Fuel Specialist	4	2	50.0%	1	25.0%
M30B	Fuel Specialist	4	2	50.0%	0	0.0%
M30C	Fuel Specialist	11	1	9.1%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
M30D	Fuel Specialist	4	0	0.0%	0	0.0%
M31A	Oil and Gas Specialist	4	0	0.0%	0	0.0%
M31B	Oil and Gas Specialist	7	0	0.0%	0	0.0%
M31C	Oil and Gas Specialist	2	0	0.0%	0	0.0%
M31D	Oil and Gas Specialist	7	0	0.0%	0	0.0%
M32A	Oil and Gas Field Inspector	4	0	0.0%	0	0.0%
M32B	Oil and Gas Field Inspector	25	3	12.0%	1	4.0%
M32C	Oil and Gas Field Inspector	17	1	5.9%	0	0.0%
M32D	Oil and Gas Field Inspector	5	0	0.0%	0	0.0%
M33A	Oil and Gas Production Advisor	1	0	0.0%	0	0.0%
M36A	Liquefied Petroleum Gas Inspector	2	0	0.0%	0	0.0%
M36B	Liquefied Petroleum Gas Inspector	3	0	0.0%	0	0.0%
M40B	Public Utility Regulatory Analyst	2	0	0.0%	0	0.0%
M40D	Public Utility Regulatory Analyst	3	0	0.0%	0	0.0%
M41C	Public Utility Compliance Specialist	1	0	0.0%	0	0.0%
M53A	Motor Carrier Enforcement Ofer	2	0	0.0%	0	0.0%
M53B	Motor Carrier Enforcement Ofer	25	0	0.0%	1	4.0%
M53C	Motor Carrier Enforcement Ofer	8	0	0.0%	0	0.0%
M53D	Motor Carrier Enforcement Ofer	4	0	0.0%	0	0.0%
N13A	Veterans Affairs Fld Svcs Repr	2	0	0.0%	0	0.0%
N13B	Veterans Affairs Fld Svcs Repr	5	1	20.0%	0	0.0%
N13C	Veterans Affairs Fld Svcs Repr	5	0	0.0%	0	0.0%
N13D	Veterans Affairs Fld Svcs Repr	2	0	0.0%	0	0.0%
N15A	State Accrediting Officer	1	0	0.0%	0	0.0%
N15B	State Accrediting Officer	1	0	0.0%	0	0.0%
N16A	Patient Services Coordinator	2	0	0.0%	0	0.0%
N16B	Patient Services Coordinator	2	0	0.0%	0	0.0%
N16C	Patient Services Coordinator	5	0	0.0%	0	0.0%
P15A	Naturalist	11	2	18.2%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
P20A	Park Ranger	20	2	10.0%	0	0.0%
P20B	Park Ranger	14	2	14.3%	0	0.0%
P20C	Park Ranger	5	1	20.0%	0	0.0%
P25A	Park Manager	8	1	12.5%	0	0.0%
P25B	Park Manager	6	0	0.0%	0	0.0%
P25C	Park Manager	9	0	0.0%	0	0.0%
P25D	Park Manager	11	0	0.0%	0	0.0%
P25E	Park Manager	3	0	0.0%	0	0.0%
Q10A	Power Generation Opns Tech	11	0	0.0%	0	0.0%
Q10B	Power Generation Opns Tech	31	2	6.5%	0	0.0%
Q10C	Power Generation Opns Tech	11	1	9.1%	0	0.0%
Q10D	Power Generation Opns Tech	6	1	16.7%	0	0.0%
Q20A	Power Plant Maintenance Tech	10	0	0.0%	0	0.0%
Q20B	Power Plant Maintenance Tech	65	1	1.5%	1	1.5%
Q20C	Power Plant Maintenance Tech	24	0	0.0%	0	0.0%
Q21A	Power Transmission Maint Tech	21	0	0.0%	0	0.0%
Q21B	Power Transmission Maint Tech	28	0	0.0%	1	3.6%
Q21C	Power Transmission Maint Tech	13	0	0.0%	0	0.0%
Q22A	Scada System Maintenance Tech	3	0	0.0%	0	0.0%
Q22B	Scada System Maintenance Tech	5	0	0.0%	0	0.0%
Q22C	Scada System Maintenance Tech	3	0	0.0%	0	0.0%
Q23A	Heavy Equip Railcar Maint Tech	1	0	0.0%	0	0.0%
Q23B	Heavy Equip Railcar Maint Tech	9	0	0.0%	0	0.0%
Q23C	Heavy Equip Railcar Maint Tech	2	0	0.0%	0	0.0%
Q24A	Electrical Drafting Technician	1	0	0.0%	0	0.0%
Q24B	Electrical Drafting Technician	3	0	0.0%	0	0.0%
Q30B	Power Generation System Opr	2	0	0.0%	0	0.0%
Q30C	Power Generation System Opr	4	0	0.0%	0	0.0%
Q40A	Power Gen Coal Yard Equip Opr	2	0	0.0%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
Q40B	Power Gen Coal Yard Equip Opr	2	0	0.0%	0	0.0%
Q40C	Power Gen Coal Yard Equip Opr	23	1	4.3%	0	0.0%
Q40D	Power Gen Coal Yard Equip Opr	1	0	0.0%	0	0.0%
Q50B	GRDA Lake Patrol Officer	5	0	0.0%	0	0.0%
R10A	Environ/Chemical Lab Scientist	14	0	0.0%	1	7.1%
R10B	Environ/Chemical Lab Scientist	17	2	11.8%	0	0.0%
R10C	Environ/Chemical Lab Scientist	19	1	5.3%	0	0.0%
R10D	Environ/Chemical Lab Scientist	5	0	0.0%	0	0.0%
R20A	Environmental Programs Specialist	10	0	0.0%	1	10.0%
R20B	Environmental Programs Specialist	58	8	13.8%	0	0.0%
R20C	Environmental Programs Specialist	121	7	5.8%	0	0.0%
R20D	Environmental Programs Specialist	51	4	7.8%	0	0.0%
R23B	Environmental Technician	7	0	0.0%	0	0.0%
R25A	Environmental Programs Manager	10	0	0.0%	0	0.0%
R25B	Environmental Programs Manager	35	1	2.9%	0	0.0%
R25C	Environmental Programs Manager	18	2	11.1%	0	0.0%
R25D	Environmental Programs Manager	5	0	0.0%	0	0.0%
S10A	Engineer Intern	14	3	21.4%	1	7.1%
S10B	Engineer Intern	4	0	0.0%	0	0.0%
S10C	Engineer Intern	8	0	0.0%	0	0.0%
S10D	Engineer Intern	23	1	4.3%	0	0.0%
S10E	Engineer Intern	8	0	0.0%	0	0.0%
S11A	Professional Engineer	15	2	13.3%	0	0.0%
S11B	Professional Engineer	40	1	2.5%	0	0.0%
S11C	Professional Engineer	32	1	3.1%	0	0.0%
S12A	Engineering Manager	4	1	25.0%	0	0.0%
S12B	Engineering Manager	71	2	2.8%	0	0.0%
S12C	Engineering Manager	25	0	0.0%	0	0.0%
S12D	Engineering Manager	14	0	0.0%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
S16A	Professional Land Surveyor	1	0	0.0%	0	0.0%
S16B	Professional Land Surveyor	10	1	10.0%	0	0.0%
S17A	Land Surveyor Manager	3	0	0.0%	0	0.0%
S17B	Land Surveyor Manager	1	0	0.0%	0	0.0%
S17C	Land Surveyor Manager	1	0	0.0%	0	0.0%
T10A	Comp Aided Drafting & Design Specialist	1	0	0.0%	0	0.0%
T10B	Comp Aided Drafting & Design Specialist	21	2	9.5%	1	4.8%
T10C	Comp Aided Drafting & Design Specialist	30	2	6.7%	1	3.3%
T10D	Comp Aided Drafting & Design Specialist	22	1	4.5%	0	0.0%
T10E	Comp Aided Drafting & Design Specialist	40	2	5.0%	0	0.0%
T10F	Comp Aided Drafting & Design Specialist	20	0	0.0%	1	5.0%
T21A	Transportation Technician	39	3	7.7%	0	0.0%
T21B	Transportation Technician	109	4	3.7%	1	0.9%
T21C	Transportation Technician	81	4	4.9%	1	1.2%
T21D	Transportation Technician	1	0	0.0%	0	0.0%
T22A	Transportation Specialist	39	3	7.7%	0	0.0%
T22B	Transportation Specialist	134	8	6.0%	0	0.0%
T22C	Transportation Specialist	114	7	6.1%	1	0.9%
T22D	Transportation Specialist	19	2	10.5%	0	0.0%
T23A	Transportation Manager	47	6	12.8%	0	0.0%
T23B	Transportation Manager	54	8	14.8%	0	0.0%
T23C	Transportation Manager	10	2	20.0%	0	0.0%
T23D	Transportation Manager	8	0	0.0%	0	0.0%
T23E	Transportation Manager	4	1	25.0%	0	0.0%
T25A	Transportation Equipment Opr	102	24	23.5%	10	9.8%
T25B	Transportation Equipment Opr	544	60	11.0%	5	0.9%
T25C	Transportation Equipment Opr	212	16	7.5%	1	0.5%
T25D	Transportation Equipment Opr	86	10	11.6%	0	0.0%
T26A	Transportation Superintendent	26	4	15.4%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
T26B	Transportation Superintendent	113	13	11.5%	0	0.0%
T27A	Highway Sign Technician	3	1	33.3%	0	0.0%
T27B	Highway Sign Technician	2	0	0.0%	0	0.0%
T27C	Highway Sign Technician	1	0	0.0%	0	0.0%
T27D	Highway Sign Technician	1	0	0.0%	0	0.0%
T50B	Toll Collector	225	33	14.7%	11	4.9%
T50C	Toll Collector	4	0	0.0%	0	0.0%
T50D	Toll Collector	4	0	0.0%	0	0.0%
T51A	Toll Operations Manager	5	0	0.0%	0	0.0%
T60B	Photogrammetrist	2	0	0.0%	0	0.0%
T60C	Photogrammetrist	3	0	0.0%	0	0.0%
T60D	Photogrammetrist	1	0	0.0%	0	0.0%
U10A	Historical Programs Admr	1	0	0.0%	0	0.0%
U10B	Historical Programs Admr	2	0	0.0%	0	0.0%
U10C	Historical Programs Admr	2	0	0.0%	0	0.0%
U11A	Historical Facility Manager	3	0	0.0%	0	0.0%
U11B	Historical Facility Manager	5	1	20.0%	0	0.0%
U11C	Historical Facility Manager	11	2	18.2%	0	0.0%
U11D	Historical Facility Manager	3	0	0.0%	0	0.0%
U12A	Historical Collections Specialist	5	1	20.0%	0	0.0%
U12B	Historical Collections Specialist	3	0	0.0%	0	0.0%
U12C	Historical Collections Specialist	5	0	0.0%	0	0.0%
U12D	Historical Collections Specialist	3	0	0.0%	0	0.0%
U13A	Historical Interpreter	11	2	18.2%	1	9.1%
U13B	Historical Interpreter	3	0	0.0%	0	0.0%
U13C	Historical Interpreter	3	0	0.0%	0	0.0%
U14A	Historic Preservation Specialist	1	0	0.0%	0	0.0%
U14C	Historic Preservation Specialist	5	0	0.0%	0	0.0%
V10A	Tax Document Examiner	2	0	0.0%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
V10B	Tax Document Examiner	6	1	16.7%	0	0.0%
V10C	Tax Document Examiner	10	0	0.0%	1	10.0%
V10D	Tax Document Examiner	1	0	0.0%	0	0.0%
V11A	Revenue Compliance Officer	31	2	6.5%	2	6.5%
V11B	Revenue Compliance Officer	15	1	6.7%	0	0.0%
V11C	Revenue Compliance Officer	7	1	14.3%	0	0.0%
V12A	Motor Vehicle Research Specialist	4	1	25.0%	0	0.0%
V12B	Motor Vehicle Research Specialist	6	0	0.0%	0	0.0%
V12C	Motor Vehicle Research Specialist	11	2	18.2%	0	0.0%
V14B	Motor Vehicle Enforcement Officer	9	0	0.0%	0	0.0%
V14C	Motor Vehicle Enforcement Officer	3	0	0.0%	0	0.0%
V17A	Revenue Compliance Examiner	10	2	20.0%	0	0.0%
V17B	Revenue Compliance Examiner	34	4	11.8%	3	8.8%
V20A	Taxpayer Services Representative	8	0	0.0%	0	0.0%
V20B	Taxpayer Services Representative	23	5	21.7%	0	0.0%
V20C	Taxpayer Services Representative	78	1	1.3%	0	0.0%
V20D	Taxpayer Services Representative	3	0	0.0%	0	0.0%
V30A	Assessment & Equalization Analyst	2	0	0.0%	0	0.0%
V30B	Assessment & Equalization Analyst	12	0	0.0%	0	0.0%
V30C	Assessment & Equalization Analyst	3	0	0.0%	0	0.0%
W10A	Workforce Services Specialist	17	1	5.9%	1	5.9%
W10B	Workforce Services Specialist	11	1	9.1%	0	0.0%
W10C	Workforce Services Specialist	157	16	10.2%	2	1.3%
W10D	Workforce Services Specialist	70	6	8.6%	1	1.4%
W15A	Compliance Enforcement Officer	5	2	40.0%	0	0.0%
W15B	Compliance Enforcement Officer	17	1	5.9%	0	0.0%
W15C	Compliance Enforcement Officer	19	0	0.0%	0	0.0%
W15D	Compliance Enforcement Officer	3	0	0.0%	0	0.0%
W16B	UI Investigator	4	0	0.0%	0	0.0%

CONT...Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
W16C	UI Investigator	12	0	0.0%	0	0.0%
W20C	Program Representative	1	0	0.0%	0	0.0%
X10A	Health Information Technician	48	5	10.4%	1	2.1%
X10B	Health Information Technician	16	2	12.5%	0	0.0%
X10C	Health Information Technician	4	0	0.0%	0	0.0%
X11A	Therapeutic/Medical Aide	8	0	0.0%	0	0.0%
X11B	Therapeutic/Medical Aide	22	3	13.6%	0	0.0%
X12B	Therapeutic/Medical Assistant	2	0	0.0%	0	0.0%
X13A	Laboratory Technician	4	1	25.0%	1	25.0%
X13B	Laboratory Technician	9	3	33.3%	0	0.0%
X13C	Laboratory Technician	7	1	14.3%	0	0.0%
X14A	Clinical Laboratory Scientist	7	3	42.9%	1	14.3%
X14B	Clinical Laboratory Scientist	13	1	7.7%	0	0.0%
X14C	Clinical Laboratory Scientist	8	0	0.0%	0	0.0%
X14D	Clinical Laboratory Scientist	10	4	40.0%	0	0.0%
X15B	Records Management Specialist	3	0	0.0%	0	0.0%
X17A	Public Health Specialist	7	1	14.3%	0	0.0%
X17B	Public Health Specialist	10	0	0.0%	0	0.0%
X17C	Public Health Specialist	35	3	8.6%	0	0.0%
X17D	Public Health Specialist	5	0	0.0%	0	0.0%
X17E	Public Health Specialist	5	1	20.0%	0	0.0%
X19B	Dental Care Hygienist	1	0	0.0%	0	0.0%
X20A	Health Educator	15	2	13.3%	0	0.0%
X20B	Health Educator	17	0	0.0%	0	0.0%
X20C	Health Educator	4	0	0.0%	0	0.0%
X21C	Audiologist	2	2	100.0%	0	0.0%
X22B	Speech-Language Pathologist	28	7	25.0%	0	0.0%
X22C	Speech-Language Pathologist	26	3	11.5%	0	0.0%
X22D	Speech-Language Pathologist	8	1	12.5%	0	0.0%

CONT...Table A3: FY 2011 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
X23B	Alcohol and Drug Counselor	7	1	14.3%	0	0.0%
X23D	Alcohol and Drug Counselor	5	0	0.0%	1	20.0%
X24A	Dental Care Assistant	1	0	0.0%	0	0.0%
X24B	Dental Care Assistant	25	2	8.0%	1	4.0%
X25A	Pharmacy Technician	1	0	0.0%	0	0.0%
X25B	Pharmacy Technician	18	3	16.7%	0	0.0%
X27A	Epidemiologist	4	1	25.0%	0	0.0%
X27B	Epidemiologist	5	0	0.0%	0	0.0%
X27C	Epidemiologist	7	1	14.3%	0	0.0%
X28B	Health Planning Specialist	3	0	0.0%	0	0.0%
X29A	Health Facility Surveyor	1	0	0.0%	0	0.0%
X29B	Health Facility Surveyor	3	0	0.0%	0	0.0%
X29C	Health Facility Surveyor	9	0	0.0%	0	0.0%
X29D	Health Facility Surveyor	2	0	0.0%	0	0.0%
X30B	Music Therapist	1	0	0.0%	0	0.0%
X30C	Music Therapist	1	0	0.0%	0	0.0%
X31A	Psychological Clinician	2	0	0.0%	0	0.0%
X31B	Psychological Clinician	51	6	11.8%	1	2.0%
X31C	Psychological Clinician	16	10	62.5%	0	0.0%
X31D	Psychological Clinician	10	4	40.0%	0	0.0%
X31E	Psychological Clinician	7	2	28.6%	0	0.0%
X32A	Child Development Specialist	4	0	0.0%	0	0.0%
X32B	Child Development Specialist	22	3	13.6%	0	0.0%
X32C	Child Development Specialist	12	3	25.0%	0	0.0%
X32D	Child Development Specialist	8	2	25.0%	0	0.0%
X33C	Occupational Therapist	2	0	0.0%	0	0.0%
X33D	Occupational Therapist	1	1	100.0%	0	0.0%
X34C	Physical Therapist	1	0	0.0%	0	0.0%
X35A	Recreational Activities Specialist	6	1	16.7%	1	16.7%

CONT...Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
X35B	Recreational Activities Specialist	17	5	29.4%	0	0.0%
X35C	Recreational Activities Specialist	3	0	0.0%	0	0.0%
X36A	Recreation Therapist	14	2	14.3%	1	7.1%
X36B	Recreation Therapist	16	0	0.0%	0	0.0%
X36C	Recreation Therapist	3	1	33.3%	0	0.0%
X36D	Recreation Therapist	11	0	0.0%	0	0.0%
X38A	Disease Intervention Specialist	5	2	40.0%	0	0.0%
X38B	Disease Intervention Specialist	3	1	33.3%	0	0.0%
X38C	Disease Intervention Specialist	1	0	0.0%	0	0.0%
X39A	Dir Patient Activity Programs	1	0	0.0%	0	0.0%
X40A	Clinical Laboratory Admr	2	0	0.0%	0	0.0%
X41A	Emergency Medical Svcs Admr	1	0	0.0%	0	0.0%
X41B	Emergency Medical Svcs Admr	4	0	0.0%	0	0.0%
X45B	Director of Professional Svcs	1	0	0.0%	0	0.0%
X46B	Clinical Health Fac Surveyor	1	0	0.0%	0	0.0%
X46C	Clinical Health Fac Surveyor	71	15	21.1%	4	5.6%
X46D	Clinical Health Fac Surveyor	13	0	0.0%	0	0.0%
Y10A	Patient Care Assistant	671	180	26.8%	146	21.8%
Y10B	Patient Care Assistant	362	50	13.8%	29	8.0%
Y10C	Patient Care Assistant	42	2	4.8%	3	7.1%
Y11A	Licensed Practical Nurse	15	18	120.0%	6	40.0%
Y11B	Licensed Practical Nurse	164	31	18.9%	17	10.4%
Y11C	Licensed Practical Nurse	244	54	22.1%	37	15.2%
Y12A	Registered Nurse	16	11	68.8%	1	6.3%
Y12B	Registered Nurse	212	32	15.1%	4	1.9%
Y12C	Registered Nurse	286	55	19.2%	15	5.2%
Y13A	Nursing Manager	28	5	17.9%	0	0.0%
Y13B	Nursing Manager	27	3	11.1%	0	0.0%
Y13C	Nursing Manager	25	3	12.0%	0	0.0%

CONT...Table A3: FY 2010 Turnover Rate By Job Family Level

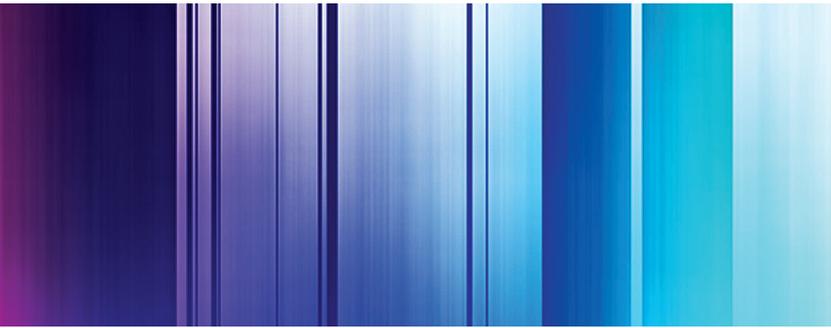
JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
Y14B	Advanced Practice Nurse	24	2	8.3%	0	0.0%
Y15B	Health Care Management Nurse	150	12	8.0%	0	0.0%
Y15C	Health Care Management Nurse	27	0	0.0%	0	0.0%
Z10A	Teaching Assistant	5	1	20.0%	0	0.0%
Z12A	Direct Care Specialist	127	45	35.4%	29	22.8%
Z12B	Direct Care Specialist	441	56	12.7%	20	4.5%
Z12C	Direct Care Specialist	58	8	13.8%	2	3.4%
Z12D	Direct Care Specialist	9	1	11.1%	0	0.0%
Z12E	Direct Care Specialist	9	0	0.0%	0	0.0%
Z14A	Institutional Safety & Sct Cdr	3	0	0.0%	0	0.0%
Z18A	Independent Living	18	1	5.6%	0	0.0%
Z18B	Independent Living Instructor	16	1	6.3%	0	0.0%
Z18C	Independent Living Instructor	1	0	0.0%	1	100.0%
Z18D	Independent Living Instructor	1	0	0.0%	0	0.0%
Z20A	Food Service Specialist	122	28	23.0%	17	13.9%
Z20B	Food Service Specialist	132	13	9.8%	9	6.8%
Z20C	Food Service Specialist	33	1	3.0%	2	6.1%
Z20D	Food Service Specialist	97	24	24.7%	3	3.1%
Z21A	Food Service Manager	47	1	2.1%	0	0.0%
Z21B	Food Service Manager	22	2	9.1%	0	0.0%
Z21C	Food Service Manager	11	0	0.0%	0	0.0%
Z24A	Nutrition Assistant	20	2	10.0%	0	0.0%
Z25A	Nutrition Therapist	1	1	100.0%	0	0.0%
Z25B	Nutrition Therapist	9	1	11.1%	0	0.0%
Z25C	Nutrition Therapist	17	1	5.9%	0	0.0%
Z25D	Nutrition Therapist	11	0	0.0%	0	0.0%
Z26A	Institutional Prog Coordinator	2	0	0.0%	0	0.0%
Z26B	Institutional Prog Coordinator	2	0	0.0%	0	0.0%
Z26C	Institutional Prog Coordinator	1	0	0.0%	0	0.0%

CONT...Table A3: FY 2010 Turnover Rate By Job Family Level

JFD Code	JFD Title	Number of Incumbents	Overall Turnover FY 2011	Overall Turnover Rate FY 2011	Voluntary Turnover FY 2011	Voluntary Turnover Rate FY 2011
Z27B	Institutional/Comm Progr Admr	2	0	0.0%	0	0.0%
Z27C	Institutional/Comm Progr Admr	2	1	50.0%	0	0.0%
Z30A	Linen and Clothing Specialist	21	4	19.0%	2	9.5%
Z30B	Linen and Clothing Specialist	22	3	13.6%	0	0.0%
Z30C	Linen and Clothing Specialist	14	0	0.0%	1	7.1%
Z30D	Linen and Clothing Specialist	21	2	9.5%	0	0.0%
Z30E	Linen and Clothing Specialist	1	0	0.0%	0	0.0%
Z40A	Personal Grooming Specialist	1	0	0.0%	0	0.0%
Z50A	Volunteer Services Specialist	4	1	25.0%	0	0.0%
Z50B	Volunteer Services Specialist	3	1	33.3%	0	0.0%
Z51A	Youth Guidance Specialist	55	36	65.5%	20	36.4%
Z51B	Youth Guidance Specialist	74	17	23.0%	6	8.1%
Z51C	Youth Guidance Specialist	31	1	3.2%	2	6.5%
Z51D	Youth Guidance Specialist	17	1	5.9%	0	0.0%
Z52B	Chaplain	13	0	0.0%	0	0.0%
Z52C	Chaplain	1	0	0.0%	0	0.0%

Table A4: Agency Cost of Payband Adjustment

Agency #	Agency Name	# of Affected Employees	Cost of 3% Increase to Pay Bands	Cost + Mandatory Benefits
131	Department of Corrections	1	\$655.22	\$813.46
270	State Election Board	1	\$1,407.51	\$1,747.42
290	Employment Security Commission	152	\$130,547.17	\$162,074.31
340	Department of Health	2	\$2,131.61	\$2,646.39
350	Oklahoma Historical Society	1	\$86.70	\$107.64
430	Department of Libraries	2	\$1,712.80	\$2,126.44
452	Department of Mental Health and Substance Abuse	93	\$56,786.93	\$70,500.97
566	Department of Tourism & Recreation	10	\$4,955.74	\$6,152.55
585	Department of Public Safety	1	\$4,201.28	\$5,215.89
620	Quartz Mountain Arts and Conference Center and Nature Park	1	\$230.87	\$286.63
650	Department of Veterans Affairs	1	\$220.00	\$273.13
670	J.D. McCarty Center	3	\$1,677.31	\$2,082.38
695	Oklahoma Tax Commission	171	\$120,392.98	\$149,467.88
805	Department of Rehabilitation Services	100	\$57,697.77	\$71,631.78
830	Department of Human Services	8	\$5,313.50	\$6,596.70
Grand Total		547	\$388,017.38	\$481,723.58



MISSION STATEMENT:

We serve the people of
Oklahoma by delivering
reliable & innovative
human resource services
to our partner agencies to
achieve their missions.

tel
405-521-5432

2101 N. Lincoln Blvd. Oklahoma City, OK 73105 405-543-5432 fax www.opm.ok.gov

